



ALIGN360: Execution & Performance Advisory

The 5 Biggest Mistakes Founders Make



*FIVE ORGANIZATIONAL BLIND SPOTS THAT QUIETLY
ERODE EXECUTION, ACCOUNTABILITY, AND
PERFORMANCE.*

ALIGN360

EXECUTION & PERFORMANCE ADVISORY

PERFORMANCE STARTS WITH THE FOUNDATION



Your Strategy Is Only As Strong As Your Organization's Ability to Execute It.

I Repeat: Your strategy is only as strong as your organization's ability to execute it.

Founders are visionaries. They're bold, driven, and wired to build. Vision creates momentum—but it doesn't create consistent execution or high-performing teams.

As companies evolve, the organizational foundation that once supported success often struggles to keep pace. Leadership becomes stretched thin, decision-making slows, accountability weakens, and ways of working become increasingly inefficient. The organization may continue to grow, but at the expense of performance, profitability, and long-term organizational health.

Most leaders don't realize these organizational fractures exist until growth, market pressure, restructuring, or another transformational event exposes them.

The good news? You can fix these organizational issues.

Whether you're preparing for your next stage of growth or already feeling the strain, strengthening the organizational foundation behind your business will improve your ability to execute, adapt, and perform.

The following pages highlight five of the most common organizational mistakes we see—and how addressing them can unlock the next stage of growth.

Alicia Catatao





05

Hiring for Speed, Not Organizational Need

Early-stage founders often scramble to “fill seats” without clarity on organizational structure, decision rights, or long-term operating needs. They hire reactively—against pressure, not against design—and bring people into roles that were never architected in the first place.

The result? Structure that can't scale, accountability that stays vague, and execution that slows no matter how fast the team grows. Hiring fast feels like progress—until the org chart becomes the org problem.



KEY TAKEAWAY — Structure first, before hiring. You don't always need more headcount. You need the structure, the right roles, with the right leaders and the right people.

How Align360 Helps

Organizational Design — Before adding headcount, we evaluate whether structure, role clarity, decision rights, or organizational capacity—not just people—are limiting execution.

Leadership Effectiveness — We help leadership teams make disciplined organizational decisions that support long-term performance instead of reacting to immediate pressure.

Performance Accountability — We align performance expectations, incentives, and leadership accountability so high performance is consistently reinforced across the organization.

BOTTOM LINE — Growth doesn't come from hiring faster. It comes from building an organization where every role has a purpose, every person owns an outcome, and the structure is designed to execute.



04

Losing the Right Level of Involvement

As your business grows, your role has to evolve.

Some founders struggle to let go, inserting themselves into every decision and unintentionally becoming the bottleneck. Others swing too far in the opposite direction, assuming a strong leadership team means they can step away entirely.

Neither approach scales. High-performing organizations are built on leaders who remain connected without becoming consumed. They create the operating rhythms, governance, and visibility needed to understand what's happening inside the business without needing to be involved in everything.

Two Leadership Principles

Leadership Sets the Standard — Organizations mirror the behaviors they see. If leaders are disengaged, accountability weakens. If leaders insert themselves into everything, accountability never develops.

Ownership Never Delegates — Responsibility for the business can be shared, but it can never be transferred. Great leaders delegate authority while maintaining visibility into the health of the organization.

KEY TAKEAWAYS — Build an organization that can operate without your constant involvement—not without your leadership.

How Align360 Helps

Leadership Effectiveness — We help leaders evolve their role as the organization grows—building the confidence to delegate appropriately while remaining engaged where it matters most.

Operating Rhythms — We design executive operating rhythms, governance, and communication cadences that provide visibility, accelerate decision-making, and keep leadership aligned.

Organizational Discipline — We reinforce the leadership behaviors, organizational standards, and discipline that enable organizations to perform consistently without becoming dependent on any one leader.

BOTTOM LINE — Organizations don't scale because founders work harder. They scale because organizational capabilities become stronger.



03

Making Commitments You Can't Keep

Execution and performance begins with leadership credibility. When leaders make commitments—on priorities, timelines, investments, or organizational change—and fail to follow through, they don't just disappoint people. They weaken the trust, accountability, and organizational discipline that performance depends on.

Once trust erodes, teams stop moving on your word alone. They wait for proof. That hesitation is friction—and friction compounds.

KEY TAKEAWAY — Make fewer commitments....and keep every one. Consistent follow-through builds the trust required for organizations to execute effectively.

How Align360 Helps

Leadership Effectiveness — We help leaders make and communicate decisions with clarity, consistency, and confidence—building the credibility that drives organizational alignment.

Operating Rhythms — We establish communication cadences, governance routines, and decision forums that keep priorities visible, commitments on track, and leaders aligned.

Organizational Discipline — We reinforce the execution rigor and follow-through required to turn commitments into consistent organizational performance.





BOTTOM LINE — Organizations execute at the speed of leadership credibility. Every commitment kept strengthens execution. Every commitment broken weakens it.

02

Hiring Friends & Family

*This isn't just about mixing business and personal relationships. **It's about whether your organization believes the rules apply equally to everyone.** That belief influences trust, accountability, execution, and ultimately performance.*

When relationship trumps rigor, it doesn't just create one bad hire. It signals to the rest of the organization that the rules bend depending on who you know—and that erodes the engagement and discipline performance depends on.

How Align360 Helps

Operating Rhythms — We establish objective decision-making frameworks that reduce favoritism and improve organizational credibility.

Leadership Accountability — We help leaders make objective decisions grounded in business needs rather than personal relationships, strengthening credibility, morale, and performance.

Performance Accountability — We establish consistent standards for hiring, performance, and advancement so decisions are based on contribution, capability, and business impact—not familiarity.

Organizational Discipline — We reinforce the governance and decision-making standards that build trust, fairness, and credibility across the organization.



BOTTOM LINE — Performance depends on consistency. When standards change based on the individual, performance eventually breaks down.



01

Losing Sight of the Organizational Foundation

Founders spend enormous energy refining products, raising capital, and driving growth. Far fewer invest in the organizational foundation required to sustain it.

Eventually the business outgrows the way it operates. Leadership becomes reactive. Decisions slow down. Accountability weakens. Communication breaks down. Execution stalls. Performance suffers,

How Align360 Helps

We strengthen the organizational capabilities that drive execution and organizational performance.

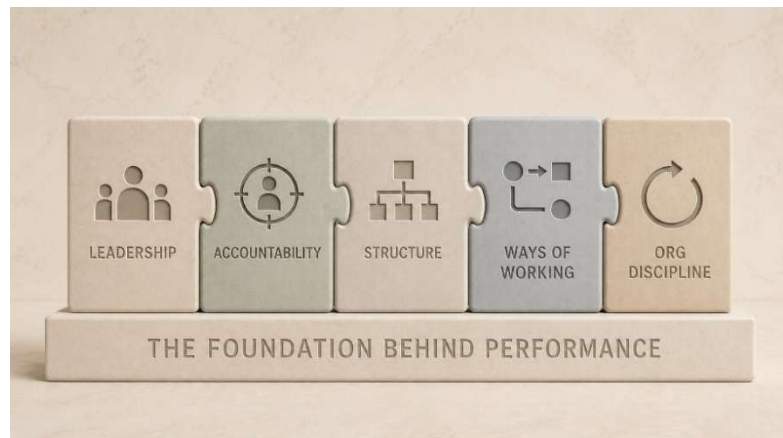
Leadership Effectiveness — We align executives around a shared execution roadmap, improving decision quality, and providing trusted partnership through organizational change and critical business moments.

Operating Rhythms — We bring intention to the way organizations work—designing communication cadences, meeting architecture, governance, and cross-functional coordination that keep information flowing, decisions moving, and leaders aligned.

Performance Accountability — We help leaders establish clear expectations and consistent standards—ensuring what the organization values, measures, rewards, and reinforces are all working toward the same business goals.

Organizational Design — We re-architect the organization to balance business priorities, execution effectiveness, and cost efficiency—eliminating unnecessary layers and bottlenecks to increase organizational capacity and speed.

Organizational Discipline — We institutionalize organizational excellence—reinforcing new ways of working, leadership behaviors, and operating standards so organizational improvements become part of how the organization operates.



BOTTOM LINE: Business performance is ultimately limited by organizational capability. Strengthen the foundation, and everything built on it becomes stronger.



About Alicia

Alicia Catatao is the Founder of Align360, she partners with leadership teams to provide the discipline, structure, and accountability many organizations lack—aligning priorities, leading organizational change, and strengthening organizational performance.



With more than 17 years of HR executive and operating experience, Alicia has partnered with leadership teams through growth, transformation, restructuring, acquisitions, and periods of significant performance pressure.

Known for her direct, collaborative style and refreshingly no-BS approach, Alicia brings both strategic perspective and operational experience to every engagement. She has a unique ability to translate complex business challenges into organizational action—helping leadership teams move their organizations forward with greater clarity, alignment, and confidence.

Alicia Catatao



Execution & Performance Advisory

For private equity portfolio companies and founder-led businesses navigating growth, transformation, or performance pressure, Align360 works alongside leadership teams to strengthen the organizational capabilities behind business performance—providing executive level execution support exactly when it's needed the most.

IS YOUR ORGANIZATION BUILT TO EXECUTE?

Take our 10-minute Organizational Capability Assessment to identify the organizational gaps limiting execution, performance, and value creation.

[START HERE](#)

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