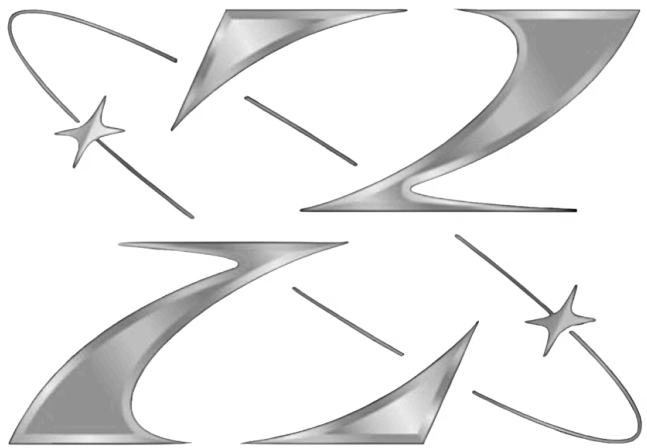
TEAM ZENITH

YEAR 2 ANNUAL REPORT



Team Entrepreneurship · 2025–26

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EXECUTIVE SUMMARY

In Year 2, Zenith exceeded its financial and business development goals, generating £6.3k profit against a £4k target and launching 8 ventures against a target of 5. These results were achieved despite, not because of, the team's internal dynamics. For the majority of the year, Zenith operated without a team contract, without clear leadership accountability, and without shared expectations. Trust eroded. Leads completed work rather than delegating it. Members without formal roles defaulted to the minimum unless specifically directed. The structural transformation in January improved direction. The cultural change came much later, and incompletely.

1

FINANCE

Target: £4k

Achieved: £6.3k

Result: 157.1%

EXCEEDED

2

BUSINESS DEVELOPMENT

Target: 5 Active ventures

Result: 100%

MET

3

COMMUNITY CONTRIBUTION

Target: 3 events + 1 workshop

Result: 100%

MET

4

COMMUNITY ENGAGEMENT

Target: Each Team member to attend 5 valuable events

Result: 57%

PROGRESSED

5

SUSTAINABILITY

Target: Development-oriented policies

Result: 50%

PROGRESSED

> *Zenith did not have a perfect year.*

TEAM ZENITH

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CONTENTS

01 — Mission, Vision & Values

02 — Strategy

03 — Team Goals Performance

04 — Frameworks & Analysis

05 — Challenges

06 — Issues

07 — Governance & Tracking

08 — Team Profiles

09 — Y3

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MISSION, VISION & VALUES

MISSION

Support each other to become a team of well-networked and experienced individuals in solo and collaborative ventures with developed entrepreneurial mindsets.

What changed from Y1: Emphasis on 'support' and 'well-networked' added

VISION

To reach the highest point of success as a community of entrepreneurs.

What changed from Y1: Refined from 'become successful entrepreneurs' to emphasise community

VALUES

Support

Respect

Drive

Impact

What changed from Y1: 'Impact' added as fourth value

MVV to Goals Link

Drive → Finance & Business Development

Respect → Sustainability

Support → Community Contribution

Impact → All four goals

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SECTION 02 - STRATEGY

STRATEGY

"To develop specific skills that enable individuals to develop profitable businesses or become highly employable"

TALL Model Leadership

1 Lead for each department, responsible for delegating tasks to hit the goals.

Finance - Rio

Sustainability - Eli

Business Development - Otto

Community Engagement & Contribution - Nathi / Sam

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Zenith's STRATEGY DEVELOPMENT

1

October: Strategy V1

Deloitte + HP + Sebastian

Post-it notes mapped individual goals which produced Zenith's first strategy statement: "Utilise entrepreneurial tools to enhance collaboration while prioritising ventures and monitoring team KPIs"

At the HP Strategy Day, Tom introduced the Design vs Desire framework. The team agreed Year 1 had been course-led (Design). Year 2 would be member-led (Desire). Goals were split into Core Goals and Course Targets.

2

November: Strategy Refined

Following Sebastian's advice

11 of 15 members wanted to launch ventures by Year 3. Targets were made more ambitious with a shorter timeframe, producing the updated statement: "5 businesses/ventures running by end of Y2"

A TALL leadership structure was introduced with 4 department leads: Finance · Sustainability · Business Development · Community Engagement / Contribution

3

January: Goals Updated

Strategy Checkpoint: RAG Review

Original goals were revised for measurability and real-world impact:

- UN Sustainability goal 8.3 replaced with development-oriented policies
- 10 events per member replaced with 3 high-quality events + 1 programme-wide workshop
- RACI framework and Tuckman's Model used to diagnose structural issues
- Mark Variation policy introduced to strengthen accountability

---

"Strategy driven by individual Desire, not course Design"

"Flat structure replaced with accountable department leads"

"Quantity targets replaced with impact-focused outcomes"

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SECTION 03 - TEAM GOALS PERFORMANCE

TEAM GOALS PERFORMANCE

1

FINANCE

Target: £4k

Achieved: £6.3k

Result: 157.1%

EXCEEDED

Fraser's RevUp drove 42.9% of total profit alone. Four members (Fraser, Nathi, Sam, Sid) drove 96% combined. KEY LEARNING: Profit concentration flagged as a structural risk for Year 3.

MVV link: Drive · Impact

2

BUSINESS DEVELOPMENT

Target: 5 ventures

Achieved: 5 ventures active

Result: 100%

MET

5 members have a venture that: generates revenue monthly, is registered on TE & has a marketing plan.

MVV link: Drive · Impact

3

COMMUNITY CONTRIBUTION

Target: 3 events + 1 workshop

Achieved: Christmas Dinner, Prague LJ, Automation Workshop delivered

Result: 100%

MET

15 activities tracked across 14 participants. 30% average attendance rate.

MVV link: Support · Impact

4

COMMUNITY ENGAGEMENT

Target: Each Team member to attend 5 valuable events

Achieved: 8/14 members hit this goal

Result: 57%

PROGRESSED

15 activities tracked across 14 participants. 30% average attendance rate. MVV link: Support · Impact

5

SUSTAINABILITY

Target: Development-oriented policies

Achieved: HALO Framework, Team Performance Triad, department leads, weekly core player meetings

Result: 50%

PROGRESSED

Specific measurable sustainability metric to be confirmed by team. MVV link: Respect

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SECTION 03 - TEAM GOALS PERFORMANCE

HOW OUR GOALS CHANGED

OCTOBER GOALS	WHY IT CHANGED	JANUARY GOALS
BUSINESS DEVELOPMENT 11 members to launch their own business by end of Year 3	Too broad. Focused on participation rather than delivery. Needed a shorter timeframe and stronger execution focus.	5 businesses/ventures actively running by end of Year 2
SUSTAINABILITY Hit UN Sustainable Development Goal 8.3	Too vague and difficult to evidence internally. Weak link to daily team activity. Needed measurable internal impact.	Implement development-oriented policies that improve team productivity, creativity and innovation
COMMUNITY ENGAGEMENT Each member attends 10 community events across the year	Quantity-driven with limited measurable value. Difficult to deliver consistently. Focus needed to shift from volume to impact.	Host 3 high-quality community events and 1 programme-wide workshop
FINANCE £4k profit	Target retained. Cash tracking added alongside profit for clearer financial visibility.	£4,000 in profit and cash tracked separately



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SECTION 03 - TEAM GOALS PERFORMANCE

FINANCIAL PERFORMANCE

£6.3k

Total Profit

£8.2k

Total Revenue

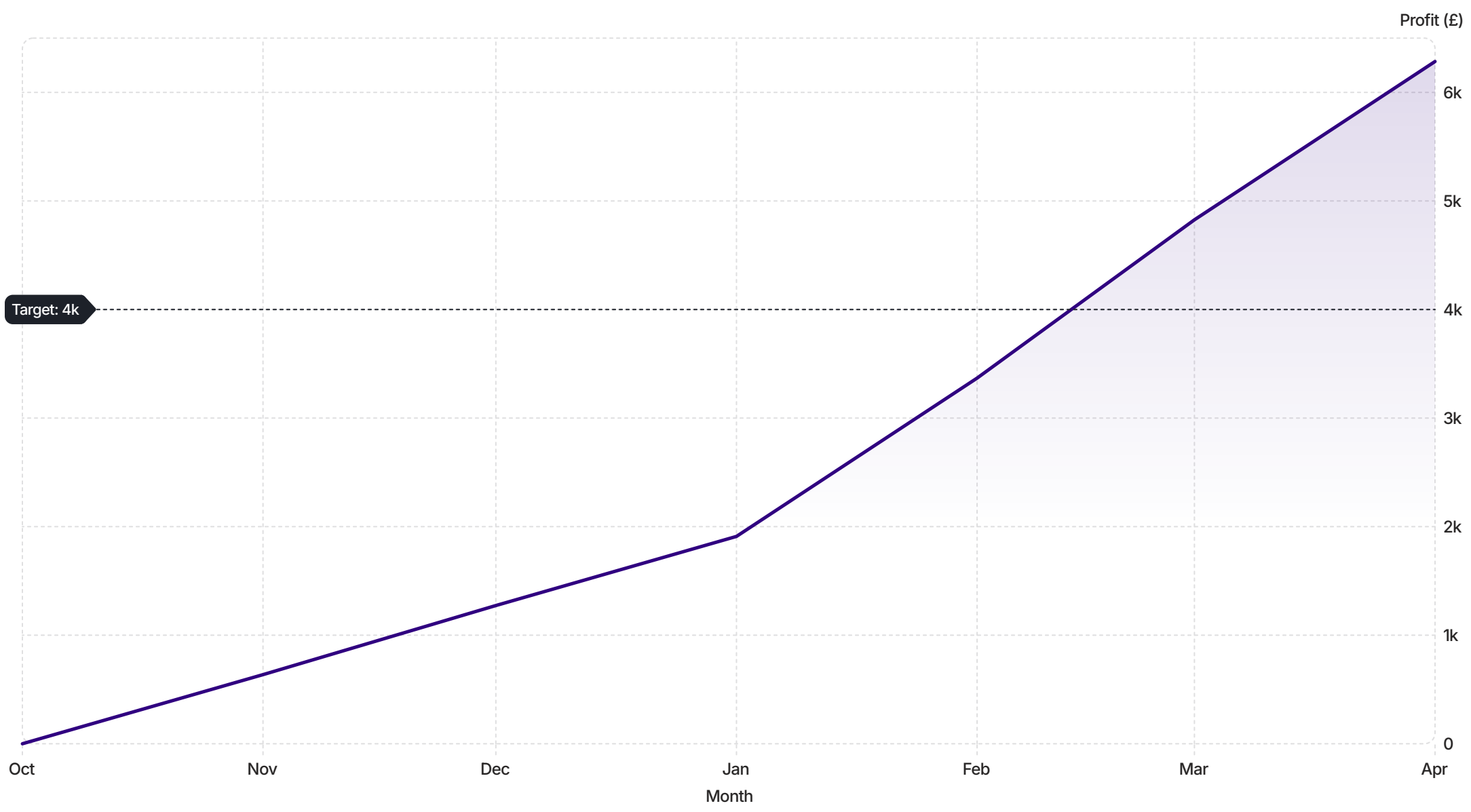
£2.0k

Total Expenses

157.1%

Goal Achieved

Profit progression from October to April with the £4k target:



A note on ambition: The £4k profit target was set in October. In context, some TE teams achieve the same figures in a single month. Zenith exceeded its target by 57% but Year 3 must set a more demanding target that reflects the team's revenue-generating capacity.

Member	Revenue	Expenses	Profit	% of Total Profit
Fraser	£3,269.50	£571.80	£2,698	42.9%
Nathi	£2,100.00	£680.00	£1,420	22.6%
Sam	£1,580.19	£567.11	£1,013	16.1%
Sid	£1,000.00	£101.68	£898	14.3%
Rio	£145.00	£20.82	£124	2%
Nyah	£81.24	£22.98	£58	0.9%
Leon	£54.75	£0.00	£55	0.9%
Otto	£18.33	£0.00	£18	0.3%
Alex	£0.00	£0.00	£0.00	0.0%
Abz	£0.00	£0.00	£0.00	0.0%
Sonny	£0.00	£0.00	£0.00	0.0%
Eli	£0.00	£0.00	£0.00	0.0%
Evie	£0.00	£0.00	£0.00	0.0%
Carlo	£0.00	£0.00	£0.00	0.0%
TOTALS	£8,249.01	£1,964.39	£6,284.62	100%

Every member has one venture. Members showing £0 have ventures that have not yet generated recorded revenue in this period. This does not mean they have no venture — it means their venture revenue is not yet reconciled or trading has not commenced.

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SECTION 03 - TEAM GOALS PERFORMANCE

SUSTAINABILITY

The Original Goal

Implement development-oriented policies to improve team productivity, creativity and innovation. Mid-year milestones added after feedback from Melissa at WAYA that the goal was not measurable: 1 monthly Venture Day and 1 monthly External Workshop per member.

What Went Wrong

- Sustainability was treated as the lowest-urgency goal throughout the year
- Feedback from Melissa at WAYA 2 showed us that the goal was not measurable. The team acknowledged the problem but added milestones that were never properly implemented
- A Venture Day template was created by the sustainability lead but never shared with the team
- The RACI framework was introduced then abandoned as no one was held consistently accountable
- The sustainability lead role changed several times across the year, creating confusion about ownership
- Enthusiasm was low because the goal felt course-driven (Design) rather than motivating (Desire)

Year 3: Street2Boardroom

Rather than setting another internal policy target, Zenith has already begun a real external sustainability project for Year 3. We have launched a collaboration with Street2Boardroom, a local charity founded by Clayton, to manage their social media presence.

Progress to date:

- Pre-project review run with 7 members to assign roles and set objectives
- Nyah led market research and identified a list of local charity leads
- Eli organised outreach; Leon and Sonny supported on email contact
- Eli and Otto secured a confirmed collaboration with Street2Boardroom
- Team is preparing a social media strategy to pitch to Clayton, pending approval

The lesson: a sustainability goal must be motivating and measurable. An internal policy target with no accountability was not effective.

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SECTION 03 - TEAM GOALS PERFORMANCE

COMMUNITY CONTRIBUTION

Goal: To host 3 events and 1 workshop for the TE community.

4

Events

83

Attendees

EVENT 1 - Christmas Dinner

Date: 09.12.25

Description: Co-organised by Zenith and Praxis. Nathi led cross-team coordination. Shared meal, awards, and informal social activities to strengthen TE relationships.

Profit: £142.57 (50% split with Praxis)

EVENT 2 - Prague Learning Journey

Date: 16-23.03.26

Description: Nathi co-organised. Joint training sessions with Prague TE students, Shark Tank-style pitches, scavenger hunt, idea validation. Members returned with the HALO Framework.

EVENT 3 - Automation Workshop

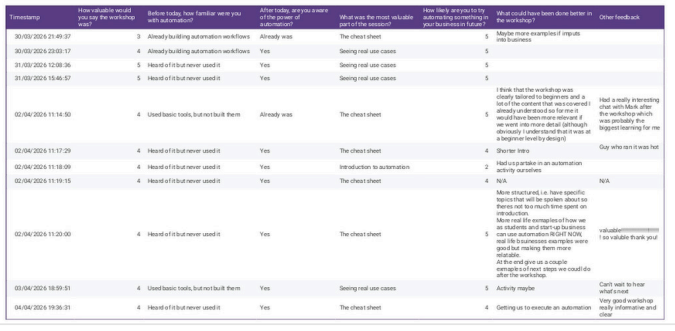
Date: 30.03.26

Description: Sam organised. Programme-wide event. Mark Corderoy delivered the value of AI automation for businesses. A cheat sheet and survey distributed after to measure value.

EVENT 4 - TE Awards Night

Date: 12.05.26

Description: Nathi, Nyah, Sam, Fraser, Abz, Sid & Leon co-organised with Praxis. An Awards night for all TE students, to celebrate the year.



Timestamp	How valuable would you say the workshop was?	Before today, how familiar were you with automation?	After today, are you aware of the power of automation?	What was the most valuable part of the session?	How likely are you to try automating something in your business in future?	What could have been done better in the workshop?	Other feedback
30/03/2026 21:49:37	3	Already building automation workflows	Already was	The cheat sheet	5	Maybe more examples if inputs into business	
30/03/2026 23:03:17	4	Already building automation workflows	Yes	Seeing real use cases	5		
31/03/2026 12:08:36	5	Heard of it but never used it	Yes	Seeing real use cases	5		
31/03/2026 15:46:57	5	Heard of it but never used it	Yes	Seeing real use cases	5		
02/04/2026 11:14:50	4	Used basic tools, but not built them	Already was	The cheat sheet	5	I think that the workshop was clearly tailored to beginners and a lot of the content that was covered I already understood so for me it would have been more relevant if we went into more detail (although obviously I understand that it was at a beginner level by design)	Had a really interesting chat with Mark after the workshop which was probably the biggest learning for me
02/04/2026 11:17:29	4	Heard of it but never used it	Yes	The cheat sheet	4	Shorter Intro	Guy who ran it was hot
02/04/2026 11:18:09	4	Heard of it but never used it	Yes	Introduction to automation	2	Had us partake in an automation activity ourselves	
02/04/2026 11:19:15	4	Heard of it but never used it	Yes	The cheat sheet	4	N/A	N/A
02/04/2026 11:20:00	4	Heard of it but never used it	Yes	The cheat sheet	5	More structured, i.e. have specific topics that will be spoken about so theres not too much time spent on introductions More real life exmaples of how we as students and start-up business can use automation RIGHT NOW, real life b.businesses examples were good but making them more relatable. At the end give us a couple exmaples of next steps we could do after the workshop.	valuable! ! so valuable thank you!
03/04/2026 18:59:51	4	Used basic tools, but not built them	Yes	Seeing real use cases	5	Activity maybe	Cant wait to hear what's next
04/04/2026 19:36:31	4	Heard of it but never used it	Yes	The cheat sheet	4	Getting us to execute an automation	Very good workshop really informative and clear

Google Docs

Automation Workshop Feedback (Responses)

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SECTION 03 - TEAM GOALS PERFORMANCE

COMMUNITY ENGAGEMENT

Engaging in TE related events hosted by other Team Companies, local initiatives or funding pitches.

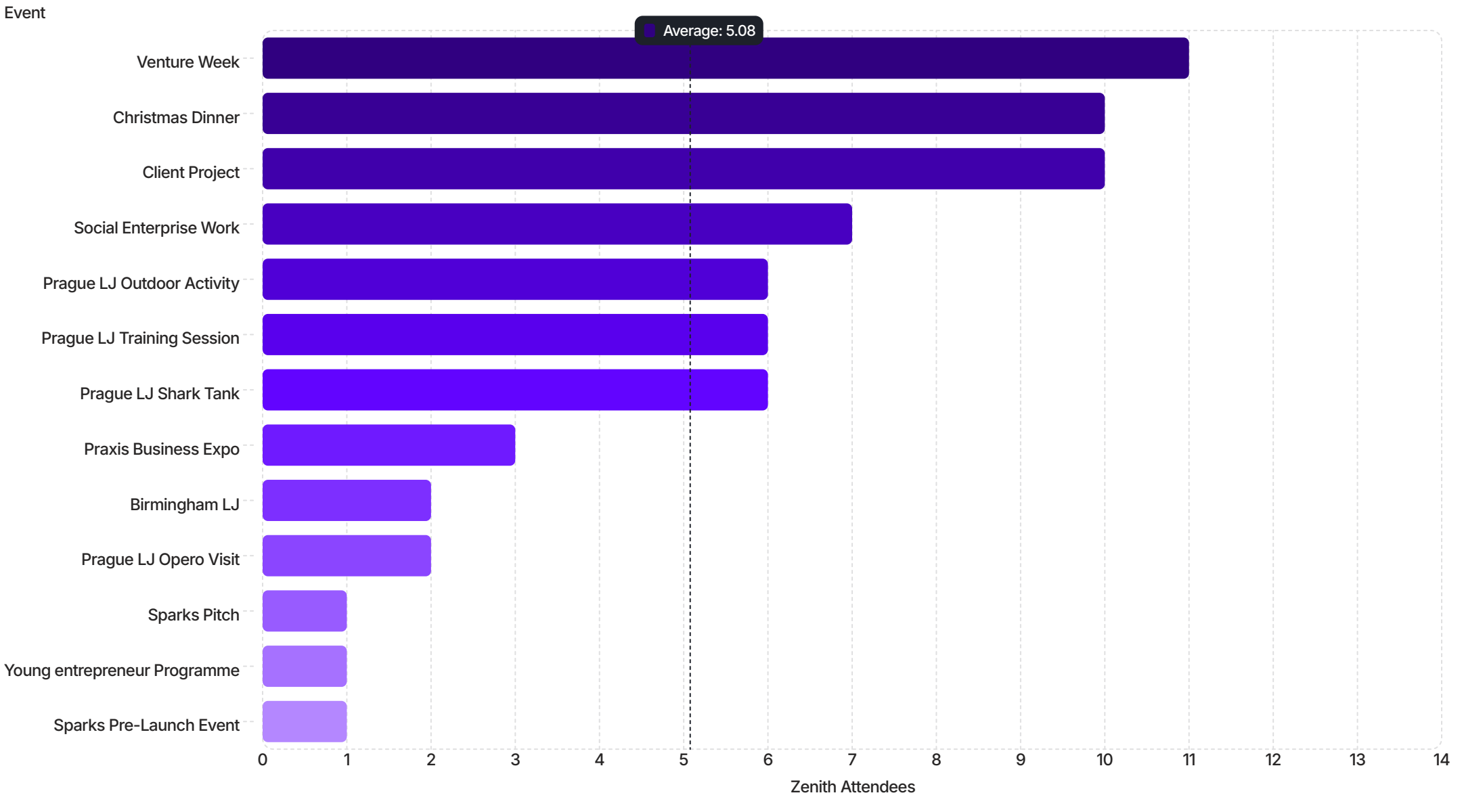
Goal: Each member to attend 5 events

14

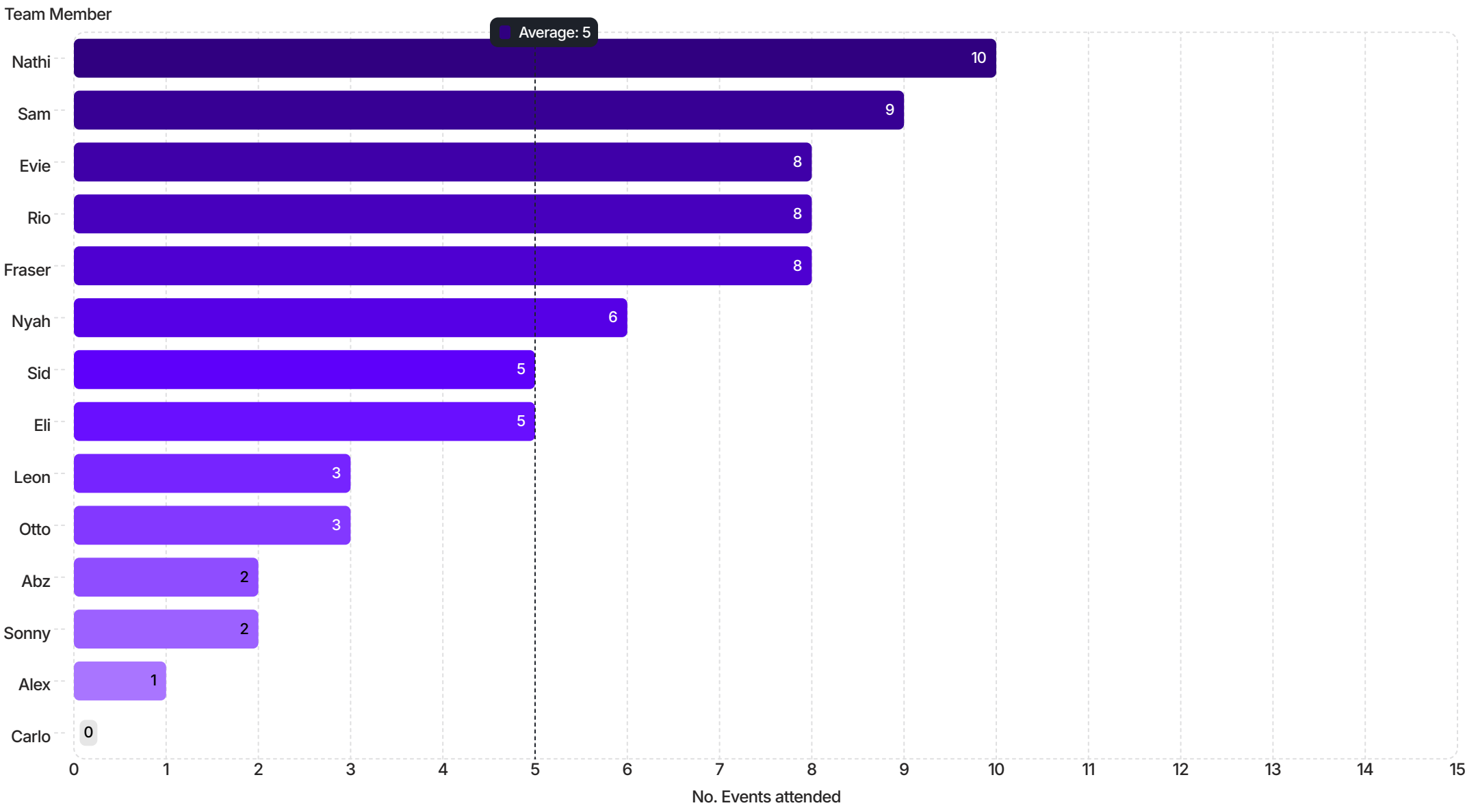
Team Members

15

Opportunities



**LJ = Learning Journey, a trip to another Team Academy in the UK or Abroad to: discuss differences in programme structure, network and engage in the global TE Community*



"30% average attendance across 15 activities means the average member missed 70% of available community opportunities. We need to measure the impact of each opportunity and report on measures being taken to improve our contribution to the TE community."

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SECTION 03 - TEAM GOALS PERFORMANCE

BUSINESS DEVELOPMENT (VENTURES & PROJECTS)

Revup

Founder: Fraser

Type: B2B Automation Agency

Description: Vintage clothing sold v AI workflow automation agency building intelligent systems for SMEs. 2 retained clients in Brighton and Exeter. Also organised the Automation Workshop for the wider TE community.

Profit: £2,697.70 (67.4% of team goal)

Revere

Founder: Nathi

Type: B2C Fitness Events

Description: Revere is a women's fitness and wellbeing community focused on making movement more welcoming and empowering through events that combine movement, social connection, and education on women's health.

Profit: £1,420.00 (35.5% of team goal)

TheSourcePoint

Founder: Sam

Type: B2C Vintage Resale

Description: Vintage clothing sold via Depop and pop-up markets. Benefits from the cost-of-living resale trend driving second-hand market growth.

Profit: £1,013.08 (25.3%)

The CarCierge

Founder: Sid

Type: B2B Luxury Advisory

Description: Premium luxury and supercar advisory service matching clients with vehicles based on personal needs and lifestyle.**Profit:** £898.32 (22.5%)

Rio Chandler Social Media

Founder: Rio

Type: B2C Content

Description: Social media series exploring side hustles and entrepreneurialism, building Zenith's external brand presence.

Profit: £124.18 (3.1%)

ProxiTerra

Founder: Nyah

Type: B2B

Description: Luxury species-specific habitats for high-value exotic animals, serving 2 confirmed B2B clients.

Profit: £39.93 (0.6%)

Bristol Summer Ball

Team Members: Nyah, Leon, Otto

Type: B2C

Description: Affiliate marketing for the UWE Summer Ball. Commision based face to face sales.

Profit: £54.75 (1.4%)

All ventures have marekting plans in Assignments → Year 2 → Annual Report → Marketing Plans

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SECTION 04 - FRAMEWORKS & ANALYSIS

FRAMEWORKS: DIAGNOSING PROBLEMS AND REBUILDING TRUST

TUCKMAN'S MODEL

What it revealed:

- What it revealed:
- Zenith was stuck in Storming
- Unclear roles and inconsistent engagement
- Over-reliance on a few individuals
- Tension between course requirements and personal motivation
- Momentum wasn't sustainable
- Team not progressing into Norming without deliberate intervention

Outcome:

- Outcome:
- Clarified roles and introduced TALL leadership structure
- Agreed behaviours and communication standards set
- Regular reflection and feedback sessions introduced to push toward Performing

TEAM PERFORMANCE TRIAD

What it revealed:

- Trust exercise on 09 March 2026 surfaced three recurring patterns
- Members identified: lack of initiative, lack of transparency, lack of direction
- Trust had eroded below Year 1 levels not through hostility but through accumulated unprofessional behaviour
- Lateness, non-attendance without warning, talking over others

Outcome:

- Team Performance Triad introduced: Initiative · Transparency · Direction
- Triad used as structured checkout mechanism in every session
- Named the three dimensions of trust, normalising the conversation

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FRAMEWORKS: BUILDING STRATEGY

DESIGN VS DESIRE

What it revealed:

- Year 1 was almost entirely Design-driven
- Goals set to satisfy coursework rather than real ambition
- Motivation dropped once assessment pressure reduced
- Individual aspirations were under-explored
- Engagement was inconsistent and deadline-driven
- Members didn't own goals they hadn't chosen

Outcome:

- Strategy rebuilt around member Desire, with Design as supporting structure
- Personal goals and long-term intentions discussed in facilitated sessions
- Goals split into Core Goals (Desire-led) and Course Targets (Design-led)

RACI FRAMEWORK

What it revealed:

- No single accountable owner existed for any goal area
- Decision-making stalled due to assumed rather than assigned ownership
- Slow venture progress and inconsistent follow-through
- Over-dependence on whoever informally stepped up

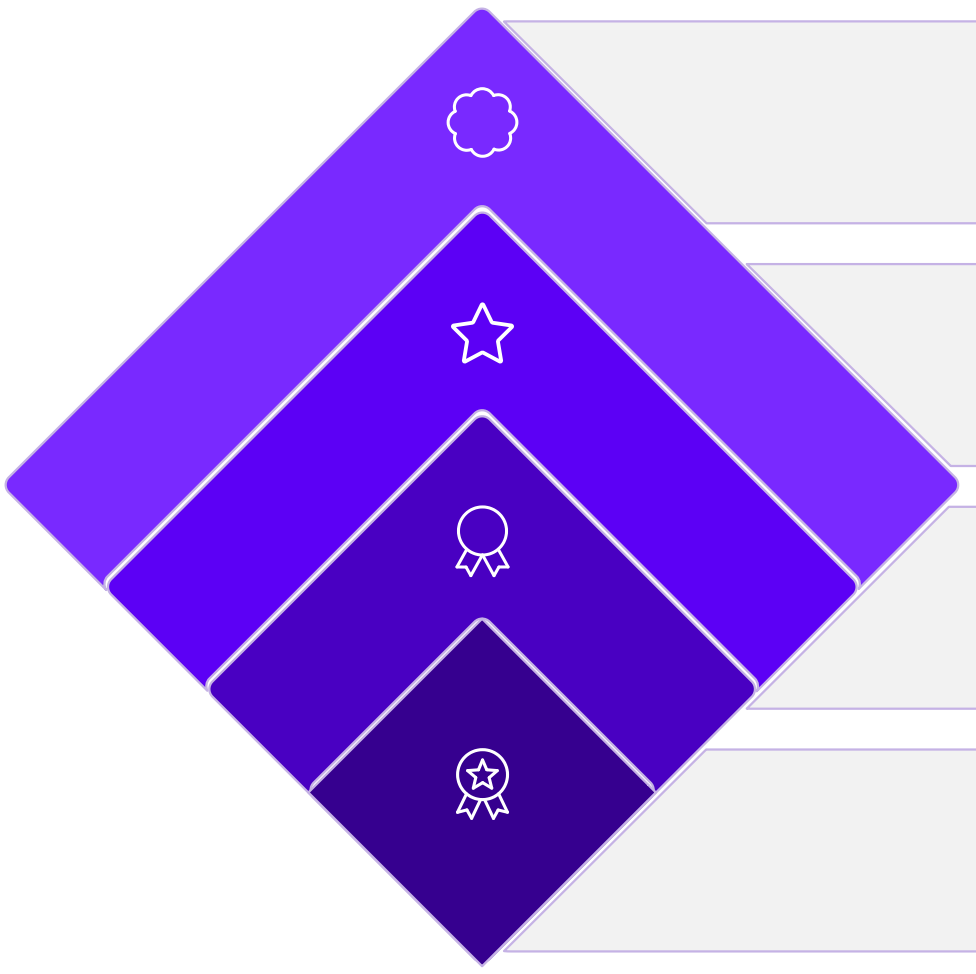
Outcome:

- RACI embedded into strategy sessions, milestone planning, and reviews
- Department leads made explicitly accountable for task completion
- Decision-making became faster and more intentional

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SECTION 04 - FRAMEWORKS & ANALYSIS

HALO FRAMEWORK: PEER REVIEW



Followers

Alex, Abz, Sonny, Carli

Active Members

Evie, Otto, Leon, Sid

Key Players

Nathi, Nyah, Eli, Fraser

Core

Rio, Sam

CORE

The most central and essential members of the team.

- Highly trusted
- Critical to the team's success
- Strong influence and involvement
- Deeply aligned with the team's goals

These are the people everything revolves around.

KEY PLAYERS

Important contributors just outside the core.

- Consistently perform well
- Reliable and impactful
- Not quite as central as Core, but still very valuable

Close to the centre — could potentially move into Core.

ACTIVE PARTICIPANTS

Regular contributors to the team.

- Involved in team activities
- Contribute, but not at a high-impact level
- Less influence on overall direction

Solid members, but not driving major outcomes.

FOLLOWERS / HANGAROUNDS

The outer layer of the team.

- Minimal contribution or engagement
- Less involved or less aligned
- May be passive or disengaged

The least connected members to the team's core function.

HOW THE SESSION WORKED

The HALO assessment was conducted on 26th March 2026, facilitated by Zenith members who had attended the Prague Learning Journey, with Tom and Sebastian present as observers. Nathi led the facilitation and Eli introduced the framework to the group. The team went through each member one by one. For each person, members of the group shared their reasoning for which tier that person belonged in, referencing the definitions. The majority vote determined placement, with discussion where there was disagreement. Individual justifications were not formally noted, which is acknowledged as a process flaw to correct in future assessments.

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SECTION 04 - FRAMEWORKS & ANALYSIS

HALO FRAMEWORK: OUTCOMES & IMPACT

WHAT CHANGED AFTER THIS SESSION

Implemented Immediately

- Monday strategy meetings introduced for Core and Key players only — held after Thursday training sessions to review direction, progress, and whether any members have moved tier
- Ground expectations introduced from this session onward (covered separately in the report)

Committed to for Year 3

- Individual KPIs linked to HALO tier — every member sets a finance target, a team goal contribution, and a personal development goal each term. Mark variation only applied when KPIs are not inputted into the tracker
- Formal note-taking during future HALO sessions so individual justifications are recorded
- Regular HALO reviews — has anyone moved tier? This is reviewed in the Monday Core + Key strategy meetings

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SECTION 05 - CHALLENGES

LEADERSHIP: OUR BIGGEST CHALLENGE

The team facilitated a session based around mapping our Key Learnings throughout the year on a Mind Map. These were the results

What the Team Identified

- Culture was individualistic, not collaborative. The team was better at analysing what was wrong than supporting each other which contradicted out values.
- Having no team contract for 7 months meant no expectations, no consequences, and no direction, leading to issues with accountability and initiative
- Leads were completing tasks instead of delegating. Instead of supporting and guiding the team, leads did the work themselves, resulting in over-reliance or burnout
- Members without lead roles did the bare minimum unless they were given specific direction.
- Some members were not suited to the leadership roles they were placed in and were better at delivery of tasks.
- The Christmas Dinner event exposed the gap between Zenith's stated values (Respect, Support, Drive, Impact) and teh way the team operated.
- Different communication channels have different effectiveness. WhatsApp should be professional, calls are more effective than text, but no clear expectations existed for any channel.

What This Meant in Practice

- The January structural change addressed the architecture of the problem but not the culture beneath it.
- Leads continued completing rather than delegating for months after the new structure was introduced.
- Trust was not formally diagnosed until five months into the year (March).
- The HALO Framework arrived from Prague, not from internal reflections.
- The RACI framework was introduced in October and was abandoned shortly after.
- Cultural change slowed down structural change by approximately three months.
- Videos and presentations were often uninspiring due to poor planning and weak leadership direction. We lacked creativity.

Structure supports leadership. It does not create leaders. Zenith learned this the hard way.

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SECTION 05 - CHALLENGES

EXTERNAL CHALLENGES

ProxiTerra

Challenge: The cost of living crisis has reduced customers willingness to follow through with high-value purchases, and rising material costs of solid oak and specialist laminated glass have decreased profit margins.

Impact on Zenith: ProxiTerra generated £58 profit in Year 2 which was lower than all other ventures. Material costs and regulations have increased the barrier to generating profit and contributing to Zenith 's profit goal.

Y1 Comparison: In Year 1 no ventures had reached the stage where external market forces affected results, but in Y2, it is a much more direct challenge for our ventures.

RevUp

Challenge: RevUp launched as a crosslisting tool into an already competitive market as **Crosslist.com** had an established user base. A more significant external disruption came from AI: within months of completing four months of product development, accessible AI tools could replicate what Fraser had built, which decreased the product's competitive advantage and forced Fraser to re think the business model.

Impact on Zenith: Fraser pivoted to selling the skills that built the system, resulting automation consultancy now generates £2k per month across three retained clients. RevUp turned into the venture that became Zenith's highest profit contributor at 42.9% of total team profit.

Y1 Comparison: RevUp is the clearest Year 2 example of how the AI automation boom can invalidate a product overnight whilst simultaneously creating a new market opportunity for the skills behind it.

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SECTION 05 - CHALLENGES

LEADERSHIP EVOLUTION

Sep 25 — 1

Year 2 begins. Flat structure retained by group decision. All 14 members equal.

2 — **Oct 25**

Deloitte session (29/09/25) and HP session (02/10/25). First structure proposals. Goals and MVV set.

Jan 26 — 3

Sebastian's email (18/01/26): flat structure has "demonstrated its limitations." Crisis point.

4 — **Mar 26**

Trust Exercise (09/03/26). Team Performance Triad introduced.

Mar 26 — 5

Prague Learning Journey (16 & 23/03/26). HALO Framework brought back by returning members.

6 — **Apr 26**

Tiered structure fully live. Department leads + HALO embedded. Targets exceeded.

May 26 — 7

Reflection. Cultural change was slow. Leads continued completing rather than delegating into May. The trust exercise didn't happen until 9 March. HALO arrived from Prague, not from internal initiative. Structure changed faster than culture.

YEAR 1 — FLAT STRUCTURE

- No leadership roles — fully democratic
- Decisions by group consensus
- No chain of command
- No assignment leads
- No departmental accountability

Result: trust eroded, targets missed, roles unclear

YEAR 2 — TALL STRUCTURE

- 4 department leads (Finance, Sustainability, BD, Community)
- Assignment leads + mark-variant policy
- HALO Framework: Habits · Accountability · Leadership Loop · Outcomes
- Weekly core/key player strategy meetings

Result: accountability restored, targets exceeded, trust rebuilt

Note: The structural transformation was real and necessary. But structural change alone did not produce leadership. That remains the primary challenge for Year 3.

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SECTION 06 - ISSUES

INTERNAL ISSUES

1

ISSUE 1: Trust

Issue: Lateness, non-attendance and talking over others casued trust within teh team to be below Year 1 levels.

Session: Trust Exercise — 09/03/26. Each member wrote one behaviour that builds trust, one moment trust increased, one moment trust decreased. Groups then identified patterns: lack of initiative, lack of transparency, lack of direction.

Result: Team Performance was Triad introduced (Initiative, Transparency, Direction) as a structured feedback mechanism used in every session checkout.

2

ISSUE 2: Communication Failures

Issue: Microsoft Teams engagement was consistently poor throughout the year. Members did not check updates, gave last-minute excuses for absences, and left tasks incomplete without notifying the team. The issue worsened during half-term periods.

Session: Communication Analysis in training sessions. Root cause identified: Teams was logging users out regularly, reducing accessibility.

Result: WhatsApp adopted as primary communication channel. Session minutes sent via WhatsApp post-session. One lead supports and transitions into the next session to ensure continuity.

3

ISSUE 3: Structure

Issue: Sebastian (Mentor in Residence) observed on 18.01.26 and summarised in an email that Zenith's flat structure had "demonstrated its limitations." There were unclear roles and a lack of engagement causing the team to operate as individuals. Lack of accountability resulted in uncompleted tasks, poor punctuality, and inconsistent attendance.

Session: Sebastian Strategy Review 18.01.26. Sebastian spoke with the team for an hour about issues faced and the structure of successful teams.

Result: Tall structure introduced: 4 department leads (Finance, Sustainability, Business Development, Community Engagement & Contribution). Assignment leads were appointed, mark-variant policy was implemented, HALO Framework used and weekly core/key player strategy meetings were introduced.

4

ISSUE 4: Engagement

Issue: We used the HALO Framework to place members across Core / Key / Active / Follower tiers. Community engagement data shows Carlo at 0/15 activities and 0/7 community contributions. Sonny, Alex, and Abz each attended 2/15 or fewer activities. Six members recorded £0 revenue in this period.

Session: Peer Feedback / HALO sessions following the Prague Learning Journey.

Result: Weekly core and key player meetings introduced to improve direction. Dedicated venture time in every session was introduced to improve engagement. Snacks policy introduced where members who were late or absent without warning brought snacks to the next session.

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SECTION 06 - ISSUES

PROGRAMME ISSUES

Academic Pressure

Challenge:

Engagement correlated directly to assessment and portfolio deadlines. Participation was strong early in the year when academic pressure was lower but capacity dropped noticeably as deadlines approached.

Response:

Dedicated venture time introduced in every training session to keep entrepreneurial activities. Assignments were planned 7 Weeks in advance to avoid.

Y1 Comparison: Same pattern existed but was never diagnosed or addressed.

Programme Structure

Challenge:

Team meetings are voluntary within the TE programme, unlike assignment deadlines which created issues with accountability: attendance fluctuated, discussions were repeated for absent members, and decisions were disrupted.

Response:

Attendance temporarily mark-variated around assignment periods. Majority-vote decisions were limited to members present. Late members knock and wait before entering to improve respect.

Y1 Comparison: Caused conflict around mark variation. Y2 had the same structural issue with less obvious disengagement.

The root cause for both issues was the absence of a team contract which resulted in no agreed expectations, no consequences for poor behaviour and no direction.

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SECTION 07 - GOVERNANCE & TRACKING

GOVERNANCE & TRACKING SYSTEMS

Microsoft Teams

Zenith uses Microsoft Teams for storing all documents, policies, records, and assignment submissions. The structure is divided into five dedicated channels, each with a defined purpose and owner.

1

GENERAL

General information, TE programme info, and the TE competency list.

2

ASSIGNMENTS

All assignment submissions and supporting documents: Mark Variance records, Strategy Presentation, WAYA submissions, and the Team Company Annual Report. Organised by Year 1 and Year 2 subfolders.

3

GOALS

Originally held separate goal spreadsheets at the start of the year. Organically consolidated into the Master Goals Tracker mid-year as the team developed stronger tracking systems.

4

KEY INFO

Stores all governance documents: Team Contract, Team Coach Contract, MiR Contract, Registration forms, Policies (Wellbeing, Sexual Harassment, Diversity and Inclusion) and handbooks also stored here.

Google Drive

Governance Documents – Google Drive

5

TRAINING SESSIONS

All Training Session minutes, Prague TS minutes, the live attendance tracker (updated every session), the TS Agenda Template, and the Leads Schedule.

Note: The platform regularly logged members out, reducing engagement. WhatsApp was adopted as the primary communication channel for session actions and updates as a result.

TEAM ZENITH

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SECTION 07 - GOVERNANCE & TRACKING

Measuring Performance: Master Goals Tracker

The Master Goals Tracker is a live Excel spreadsheet stored within the Goals channel on Teams, updated by all members and monitored by the Annual Report assignment leads. It replaced the individual goal spreadsheets mid-year and has all goal tracking into one document.

1

MASTER TRACKER

The central overview sheet. Tracks every member's Revenue, Expenses, Profit, % of Finance Goal, Events Attended, Engagement Score, Community Contribution and Engagement

2

PROFIT TRACKER

Individual venture revenue, costs, and profit per member. Shows total team profit against the £4k goal. Members log each project separately.

3

BUSINESS DEVELOPMENT

Tracks each member's venture name, type (individual or team), service/product, B2B outreach activity (proposals sent, accepted, deals closed, conversion rate), and whether a marketing plan is in place.

4

ENGAGEMENT TRACKER

Records attendance at every community engagement opportunity. Data for the community engagement bar charts in this report.

5

CONTRIBUTION TRACKER

Records team contribution to hosting TE events (Learning Journeys, Client Projects, Workshops, Awards Night, Christmas Dinner). Tracks who led, who supported, and who did not contribute. Source data for community contribution slide.

Master Goals Tracker - Annual Report.xlsx

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SECTION 08 - TEAM PROFILES

TEAM PROFILES



Rio

Core

Social Media



Sam

Core

TheSourcePoint



Fraser

Key Player

RevUp



Nathi

Key Player

Revere



Nyah

Key Player

ProxiTerra



Eli

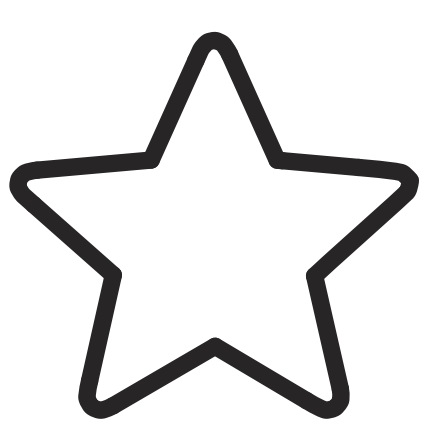
Key Player



Sid

Active Player

The Car Cierge



Otto

Active Player

Summer Ball



Leon

Active Player

Summer Ball



Evie

Active Player

Your Move



Abz

Follower



Alex

Follower



Sonny

Follower

Essen - Music



Carlo

Follower

HB Supplements

TEAM ZENITH

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SECTION 09 - Y3

ACTIONS FOR Y3

Nathi and Tom (Team coach) facilitated a session in Stoke Park (30.04.26) to reflect on the year and look ahead to Y3 to see what actions we can implement to improve performance, trust and leadership

1 **Use KPI's to drive performance**

Every member has 3 KPI's:

1 Financial goal (Revenue)

2 Team Target Related

3 Chosen by other members

KPI's will add accountability to each member whilst driving people to output better results based on their own objectives. KPI's will link directly to SMART Objectives which will reduce academic pressure.

2 **Continue to build trust**

Team contract signed in the first training session of Year 3 which will include: 1 Team social per month, mandatory check-ins with any team members who aren't attending, announcements in every session to celebrate successes and Team Triad will be referenced in every sdispute involving trust.

3 **Improve our Leadership**

Add Team Leads who will delegate roles & responsiblities in the team to ensure goals and assignments are completed successfully. HALO reviews every term to measure individuals performance. Monday Core + Key Player meetings will drive the direction of the year. Every lead receives peer feedback on their delegation effectiveness each term.

Zenith will address Y2's key challenges and issues by implementing stronger Leadership and building trust.

TEAM ZENITH

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