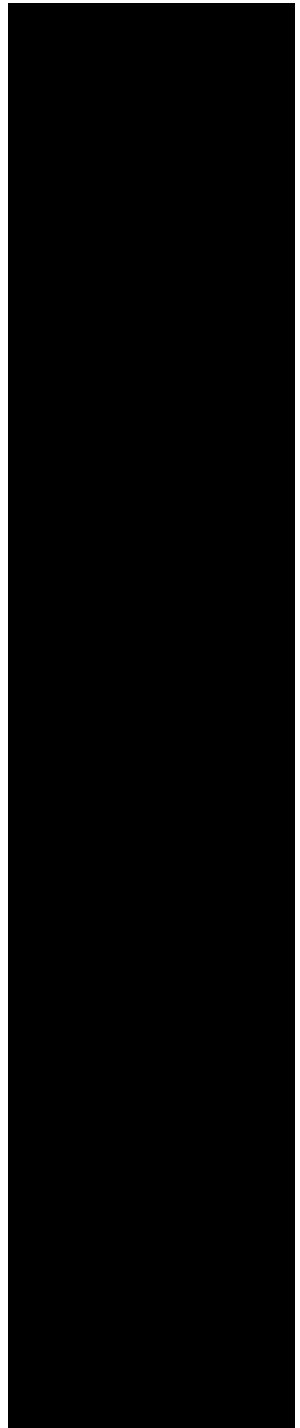


I290



"Believe me, fellows, everyone from the Pharaoh on down
is an equally valued member of the team."

venture



WRONG TEAM

WRONG TIMING

WRONG TARGET

WRONG THING

WRONG THEORY

never

FAILURE

Every coach and HR specialist in the world on teams:

“Remember . . . there’s no ‘I’ in ‘TEAM.’”

Danner’s rejoinder:

**“Unfortunately, there’s no ‘WE’ or ‘US,’
either
. . . and there is a ‘ME.’”**

Top Six Things You Probably Won't Listen To But Should – from a class alum

- 1) **Work on the most complex/least fun aspects of your venture first.** These include things like the budget, patent issues, and allocation of responsibilities. These do not include things like picking a really cool name for the venture and assigning everyone an impressive title like “CEO & President.” Although, it is pretty cool to have a business card that says CEO.
- 2) **Get as much outside counsel/mentorship as possible.** You will be amazed at how much others probably already know about your idea and/or market. Learning about the space in which you will operate is more valuable than planning your own entry into that market.
- 3) **Network like crazy.** You never know from where your next opportunity will materialize (think: classmates, engineering students, ex-co-workers, friends, 2nd year MBAs, profs, etc...)
- 4) **There is almost no risk in sharing a super awesome idea that descended upon you in a dream that you are pretty sure is worth millions of dollars.** If anything, people at Haas will want to help you, not steal from you.
- 5) **Be wary of hopping on an idea that is already fairly well developed unless you have experience in that area.** Starting from scratch often provides better opportunities to learn for all group members.
- 6) **Above all else, the team is the most important aspect of the venture.** Choose people that you think you will still want to work with in 10 years.

“Teamwork is essential -



it allows you to blame someone else”

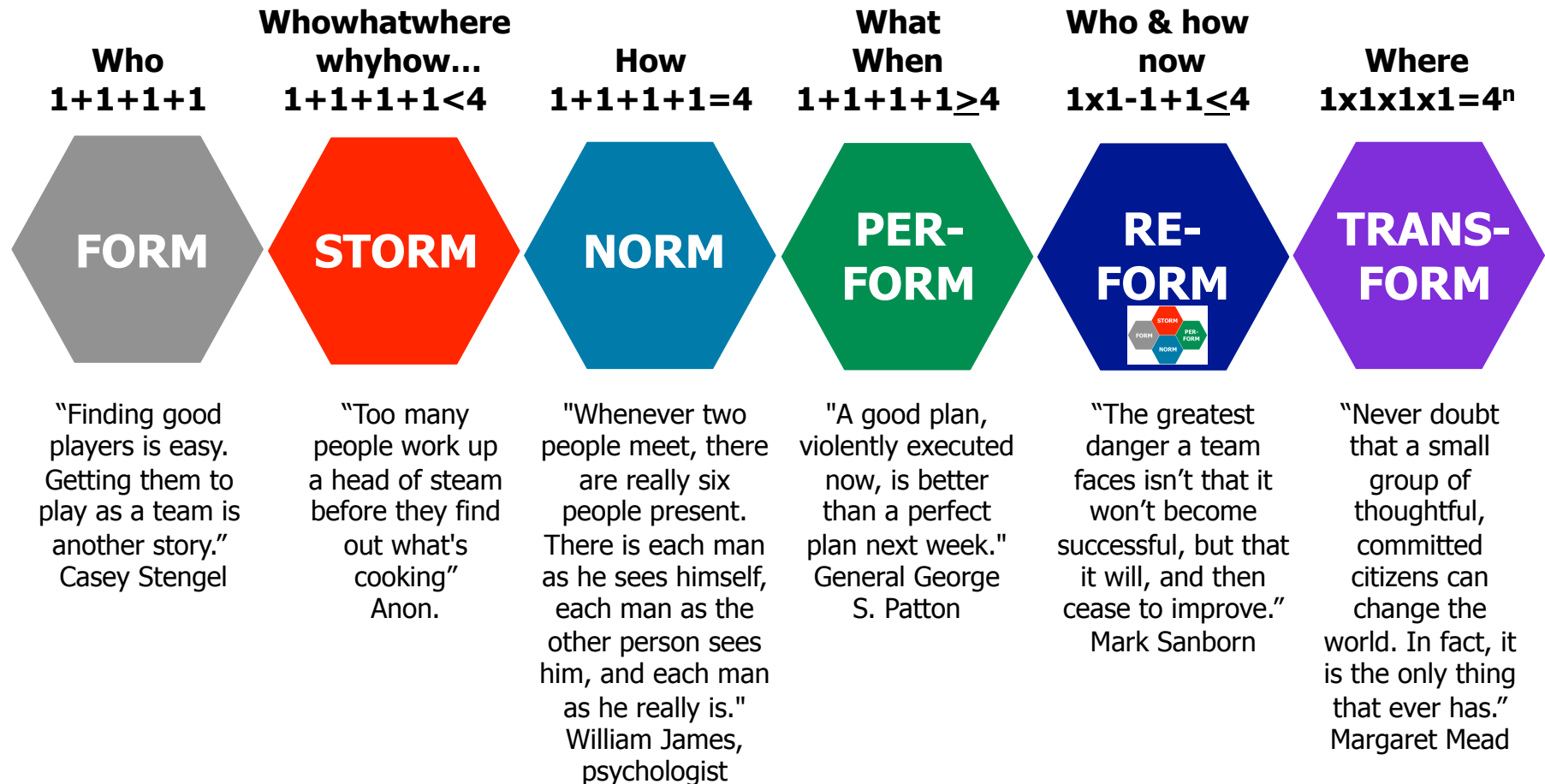
Truths about teams

- Entrepreneurship is a team sport. **Do not try this on your own.**
- Teamwork takes **work** . . . it rarely happens on its own.
- Teams can be powerful . . . but they are often fragile.
 - Li Lu's grandmother/Masai sticks/Japanese arrows
- Underneath all those cliches about teams and teamwork, there's one core truth – teams matter more often than not. When they work, they can work **magic!**

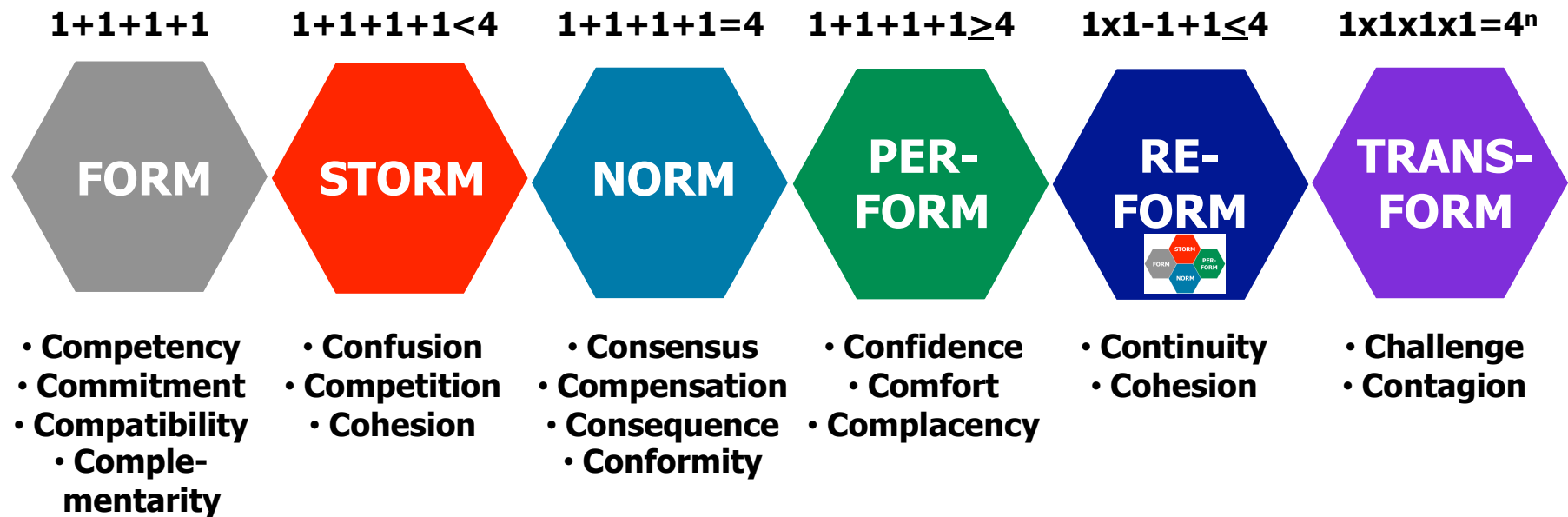
“A team effort is a lot of people doing what I say.”
- Michael Winner, director and writer



Anticipate the stages your team will likely go through



The characteristics and challenges at each stage



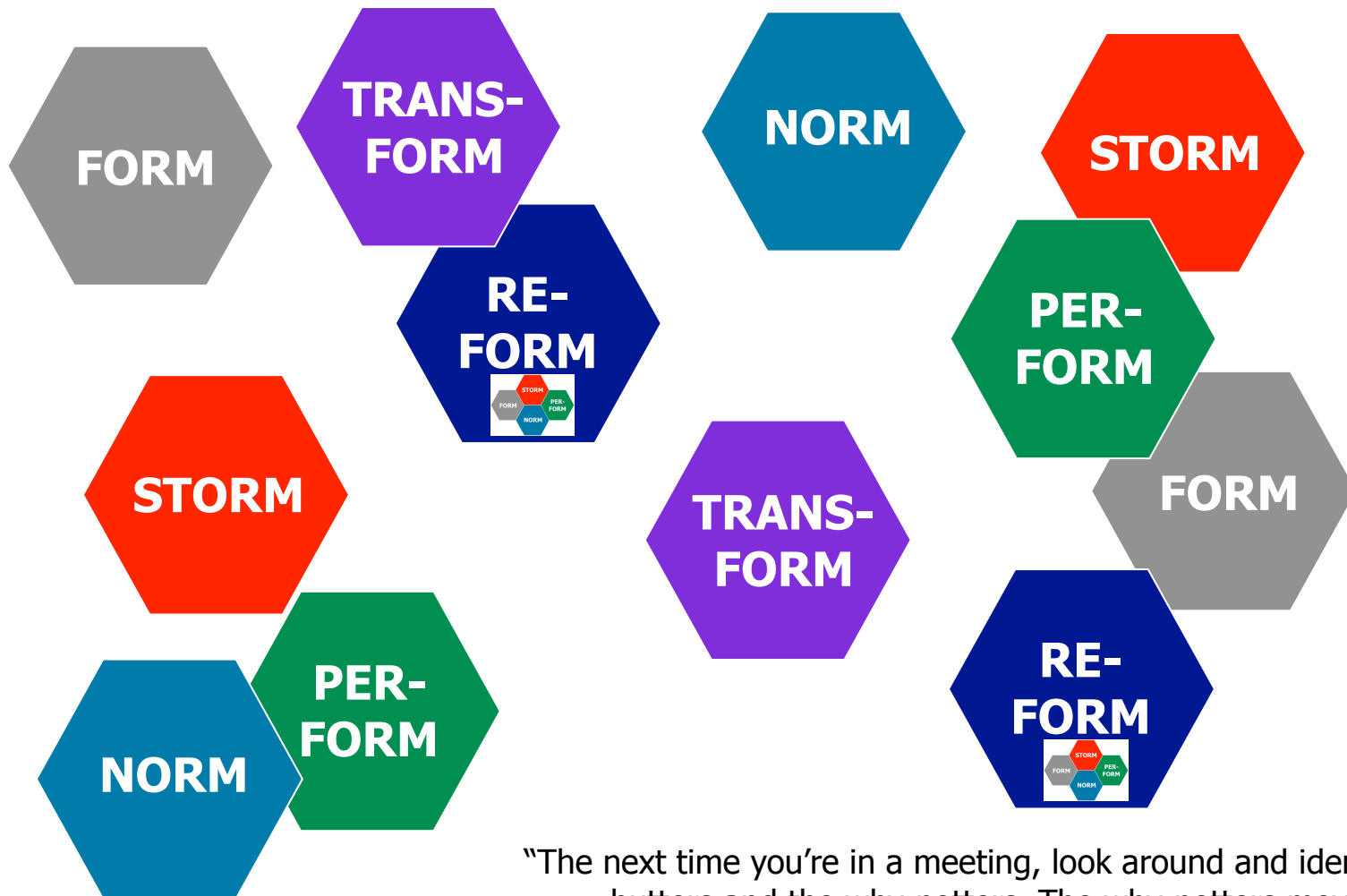
"Coming together is a beginning, keeping together is progress, working together is success."
Henry Ford

"The way to get

"Success seems

"There is always a better way

**Anticipate the stages your team can go through
... and through and through**



"The next time you're in a meeting, look around and identify the yes-butters and the why-notters. The why-notters move the world."
Louise Pierson

Anticipate the stages your team will likely go through

"We trained very hard, but it seemed every time we were beginning to form up into teams, we would be reorganized. I was later to learn in life that we tend to meet any new situation by reorganizing; and a wonderful method it can be for creating the illusion of progress, while producing confusion, inefficiency, and demoralization."

Petronii Arbitri Satyricon, **AD 66**

and remember . . .

**The easiest crime teams can
commit is -cide**

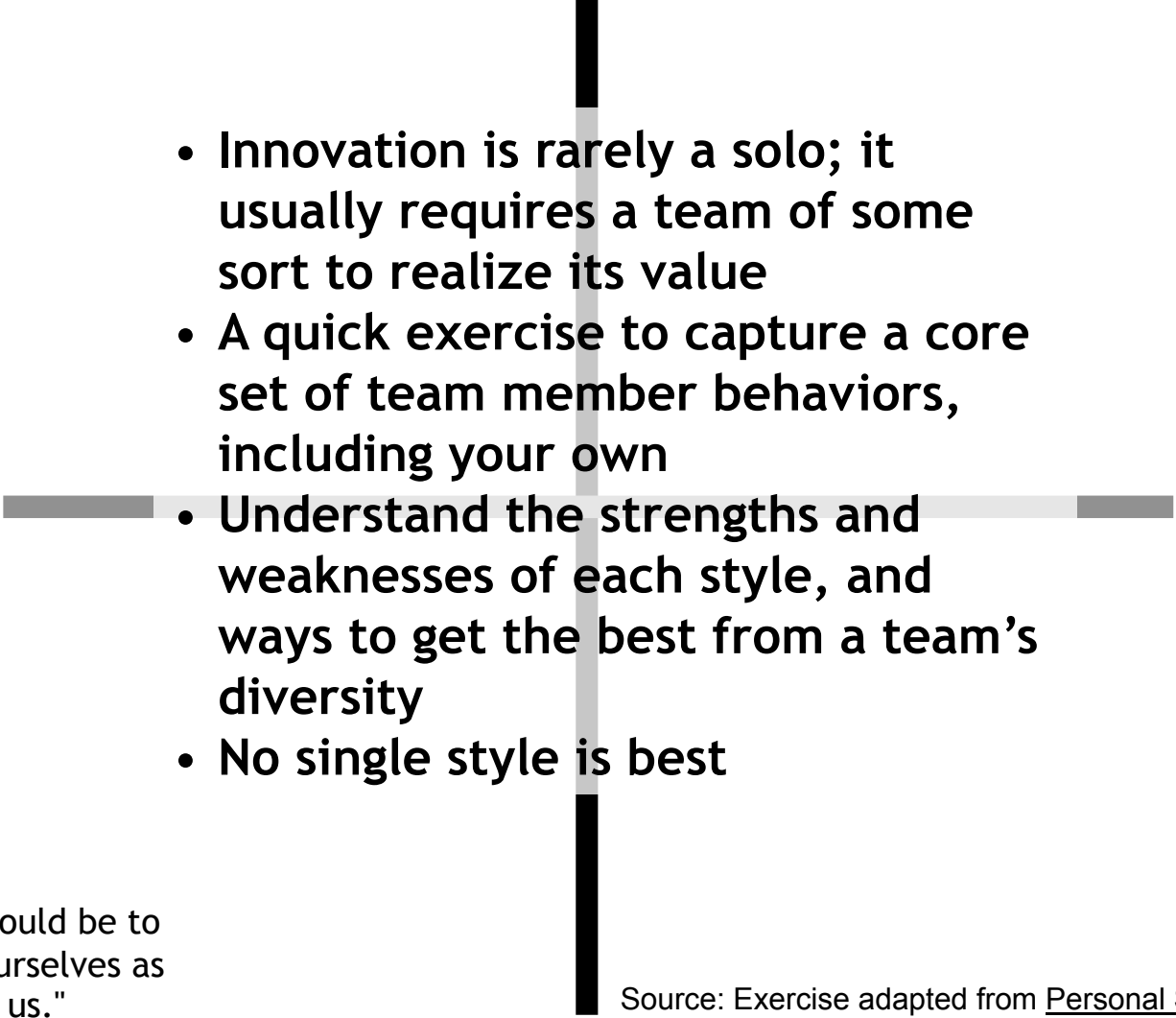
Murray (& Goethe) on Start-ups

Until one is committed, there is hesitancy, the chance to draw back, always ineffectiveness, concerning all acts of initiative (and creation). There is an elementary truth the ignorance of which kills countless ideas and splendid plans: that the moment one definitely commits oneself, then providence moves too. All sorts of things occur to help one that would never otherwise have occurred. A whole stream of events issues from the decision, raising in one's favor all manner of unforeseen incidents and meetings and material assistance which no man could have dreamed would have come his way. Whatever you can do or dream you can, begin it. Boldness has genius, power, and magic in it.

Begin it now.

- William Hutchison Murray (1913-1996), perhaps inspired by Goethe

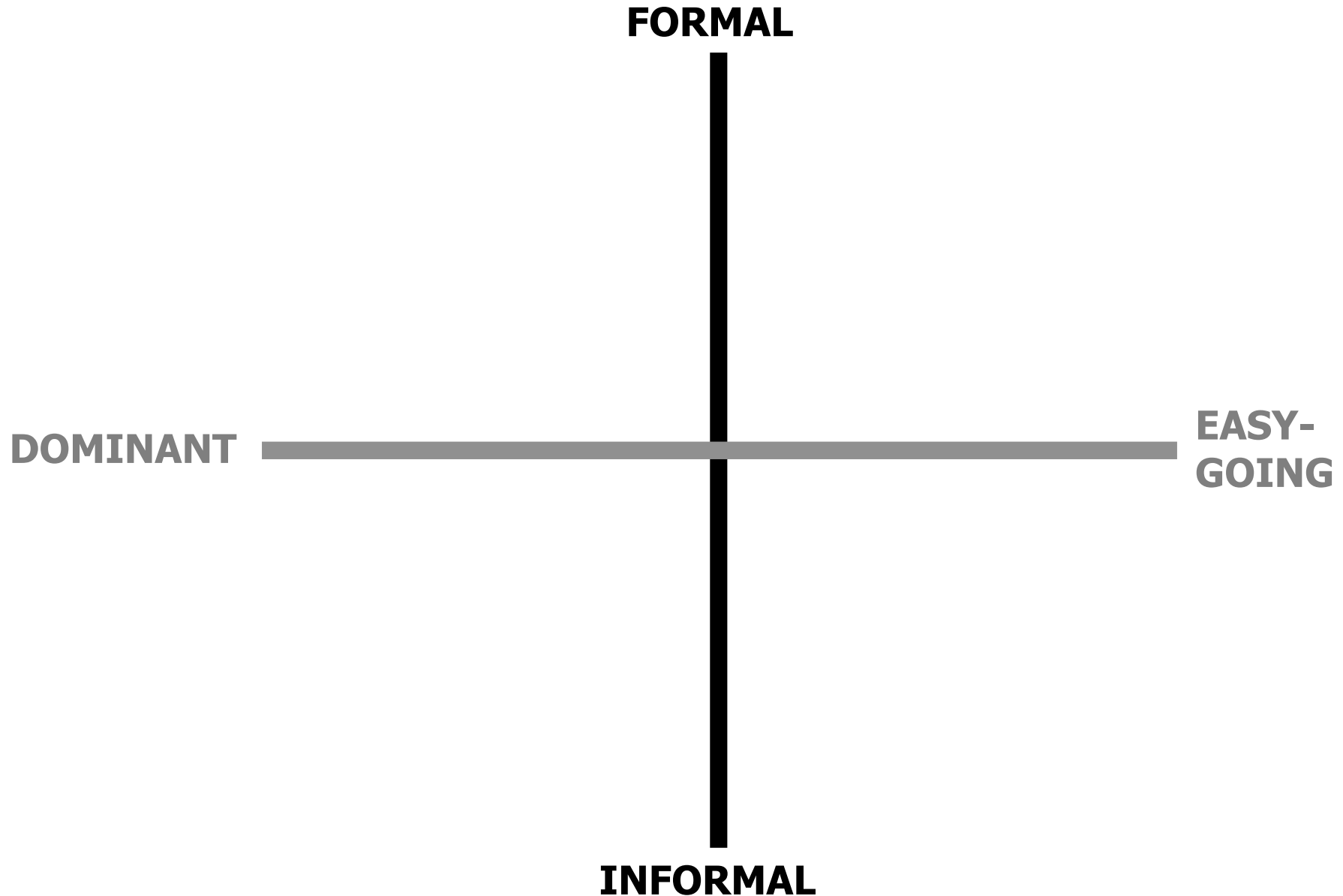
Team Styles Matrix: Exercise

- 
- Innovation is rarely a solo; it usually requires a team of some sort to realize its value
 - A quick exercise to capture a core set of team member behaviors, including your own
 - Understand the strengths and weaknesses of each style, and ways to get the best from a team's diversity
 - No single style is best

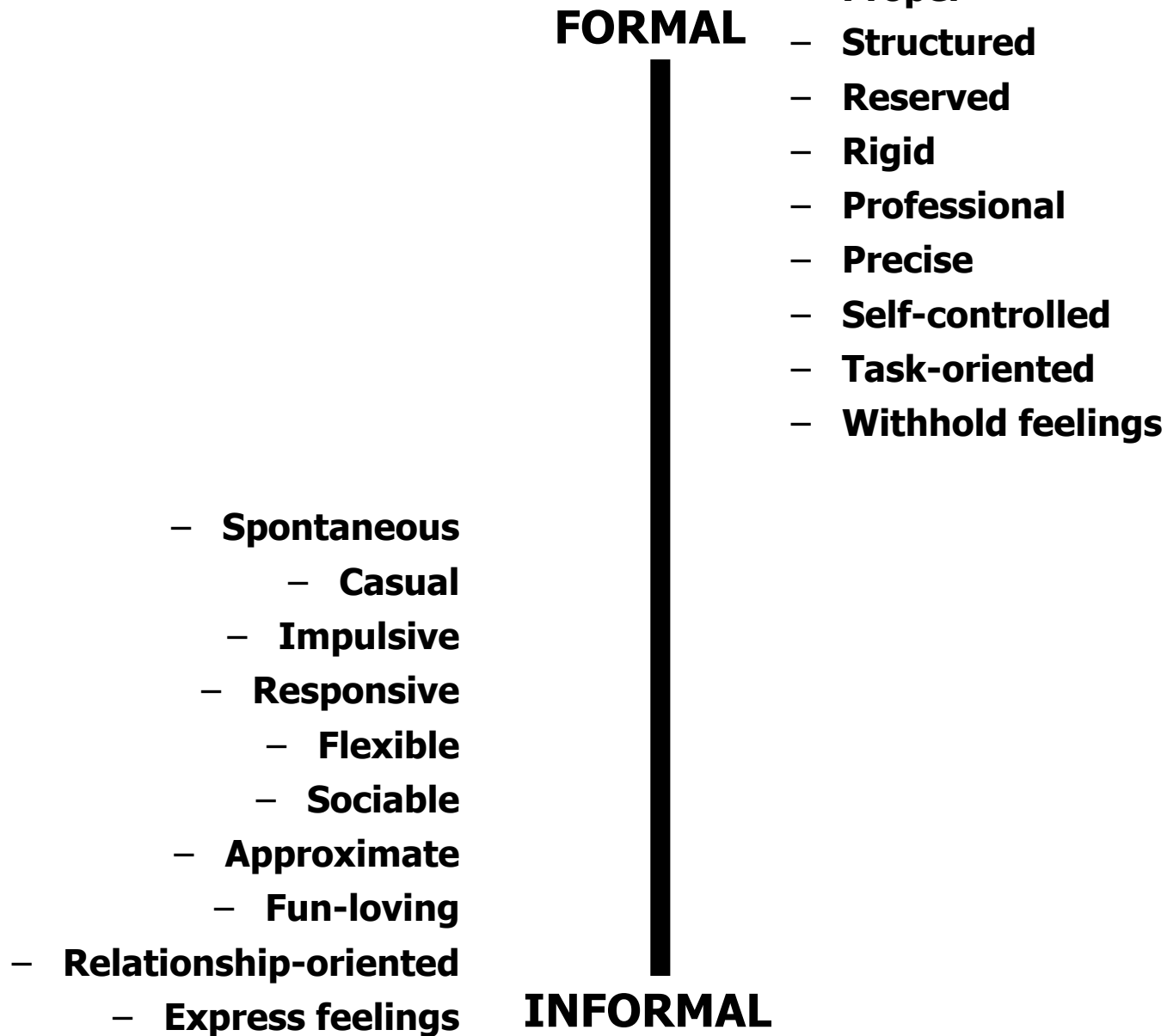
"What a gift it would be to
give us: to see ourselves as
others see us."
Robbie Burns

Source: Exercise adapted from Personal Styles and Effective Performance, by David W. Merrill and Roger H. Reid (1999)

Team Matrix: Think about your work style & how others have described it



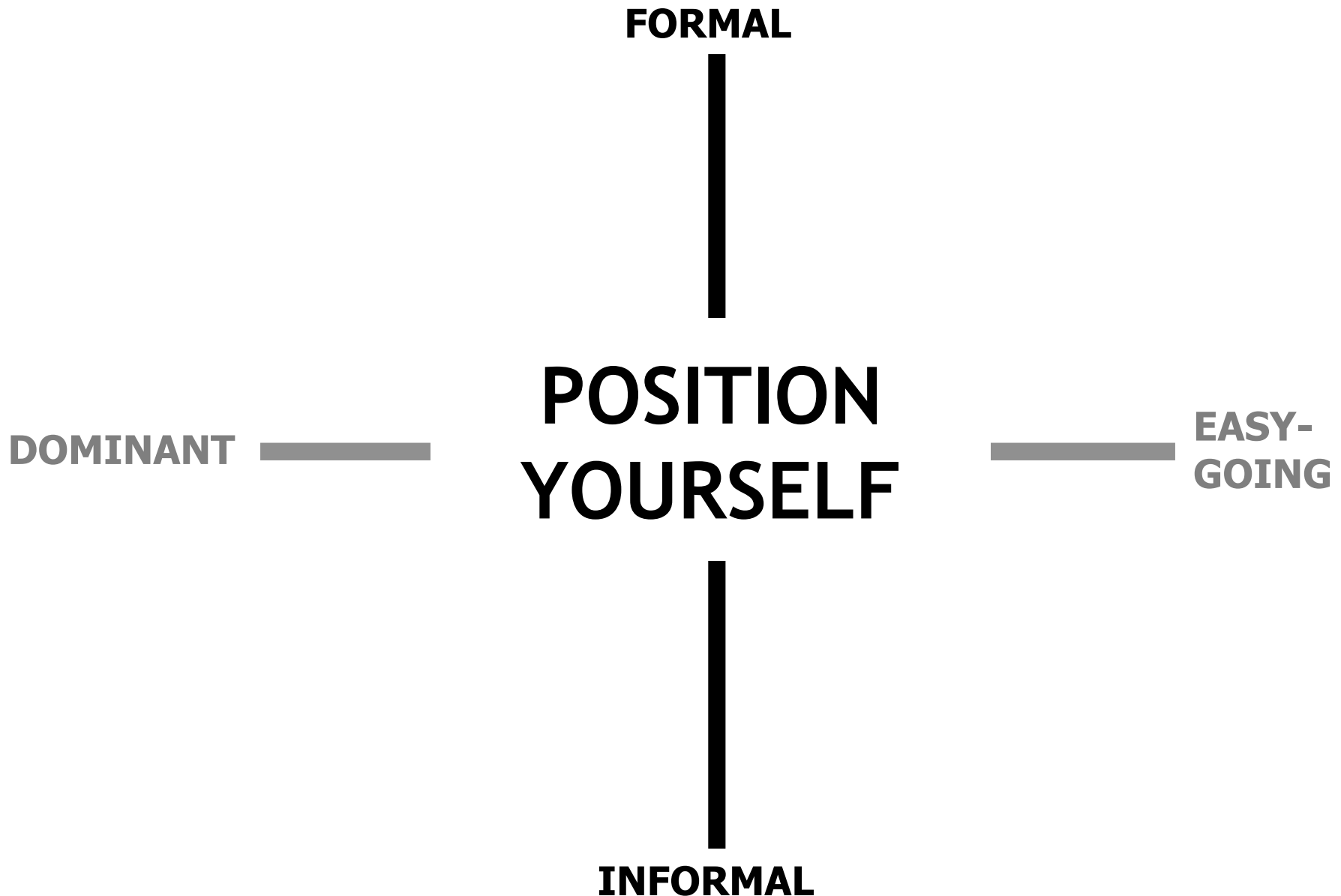
How do you work?



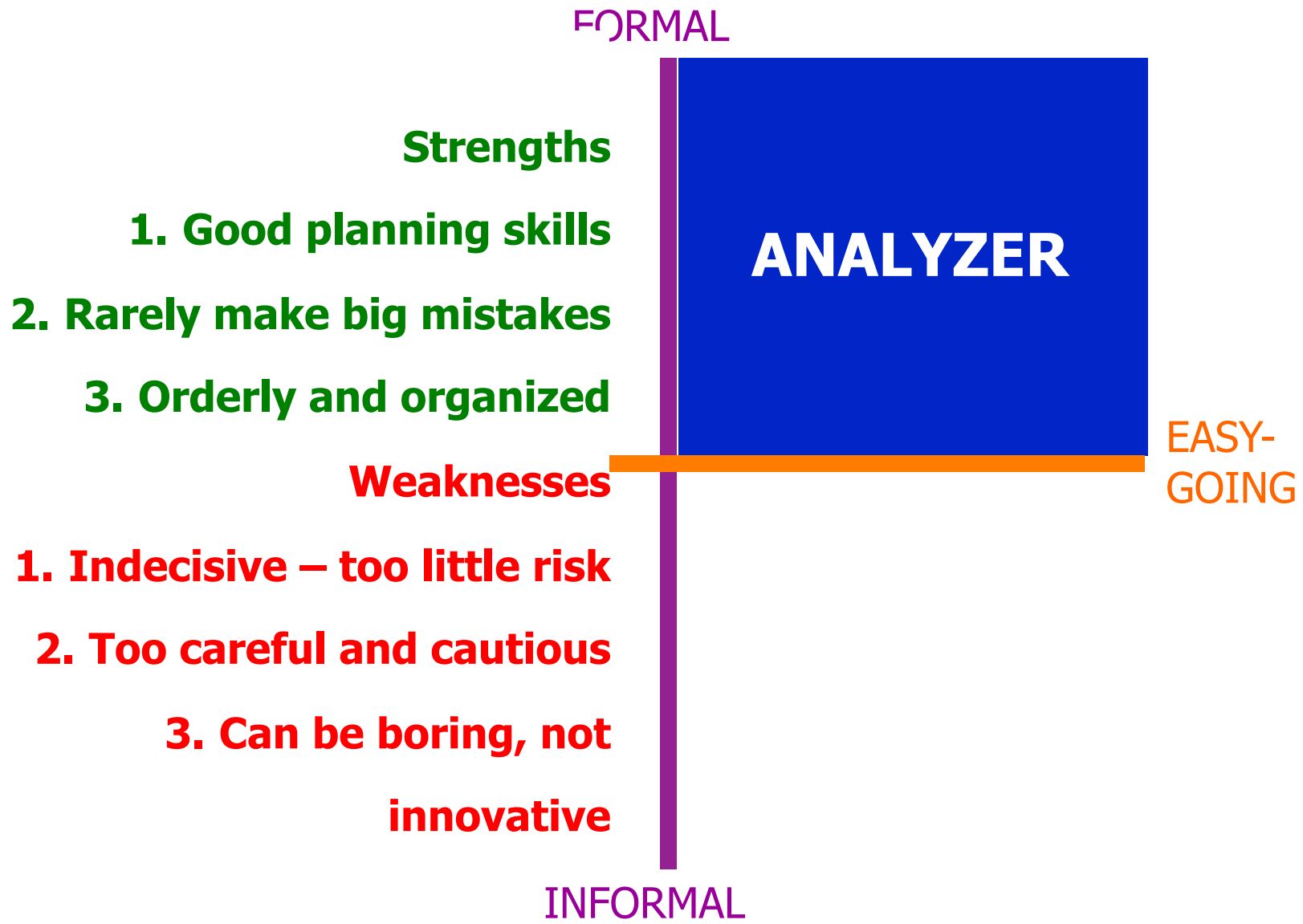
How do you work?

DOMINANT	– Confident	– Thoughtful	EASY- GOING
	– Initiates	– Relaxed	
	– Challenging	– Accepting	
	– Autocratic	– Democratic	
	– Domineering	– Supportive	
	– Demanding	– Patient	
	– Impatient	– Hesitant	
	– Aggressive	– Subtle	
	– Energetic	– Reserved	
	– States Information	– Asks Questions	

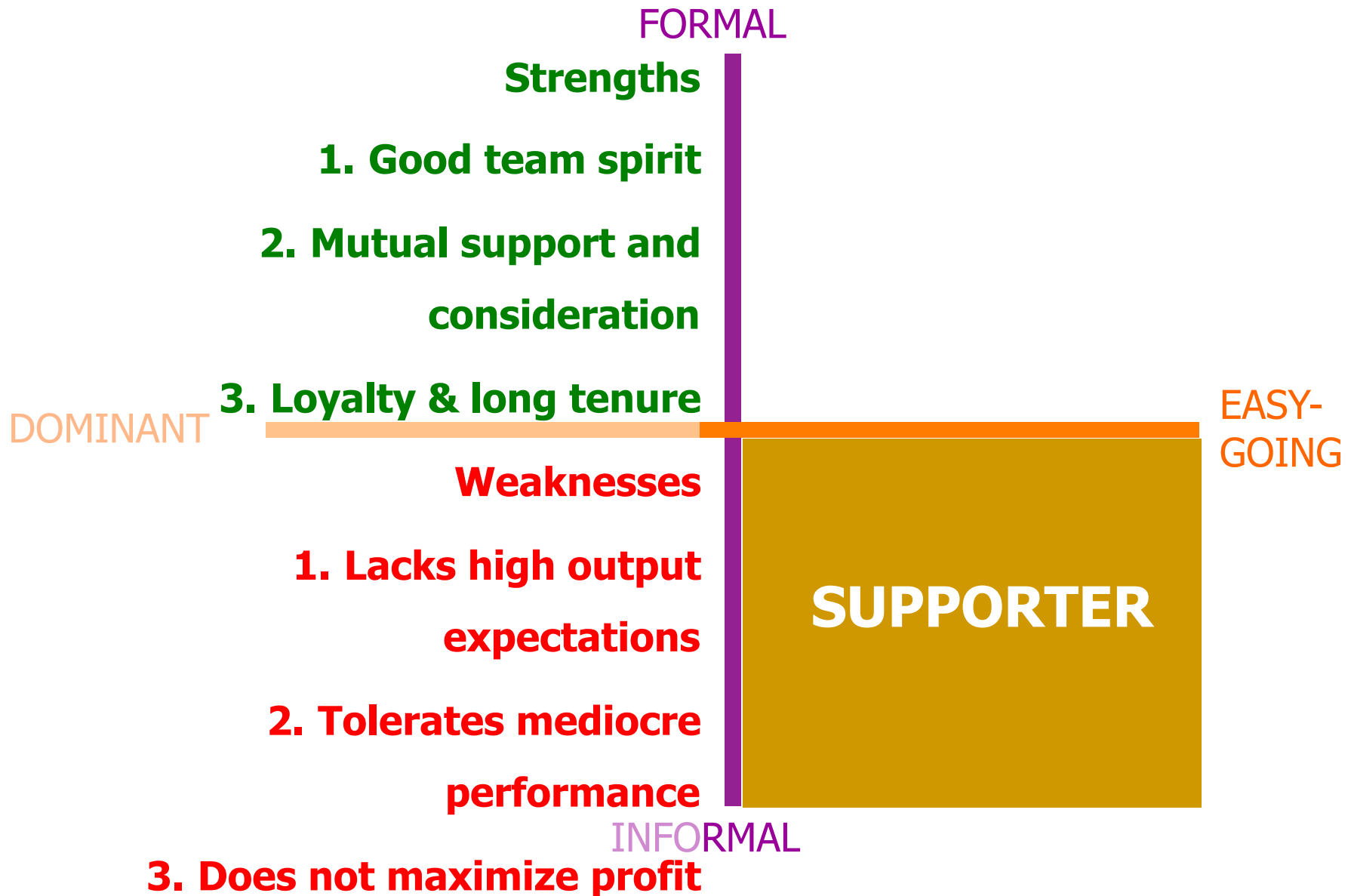
Team Matrix: Think about your work style & how others have described it



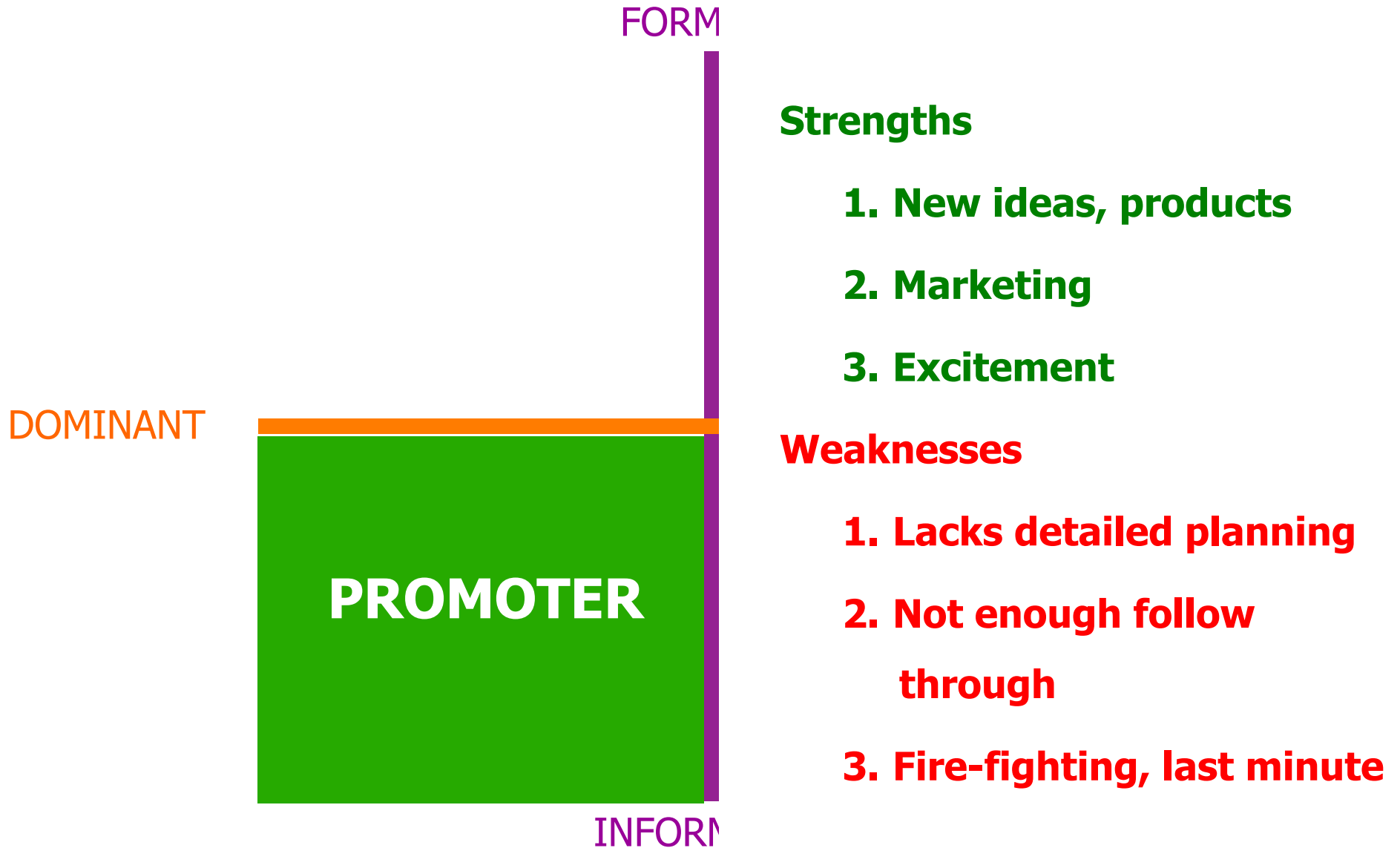
Style: Analyzer - Strengths & Weaknesses



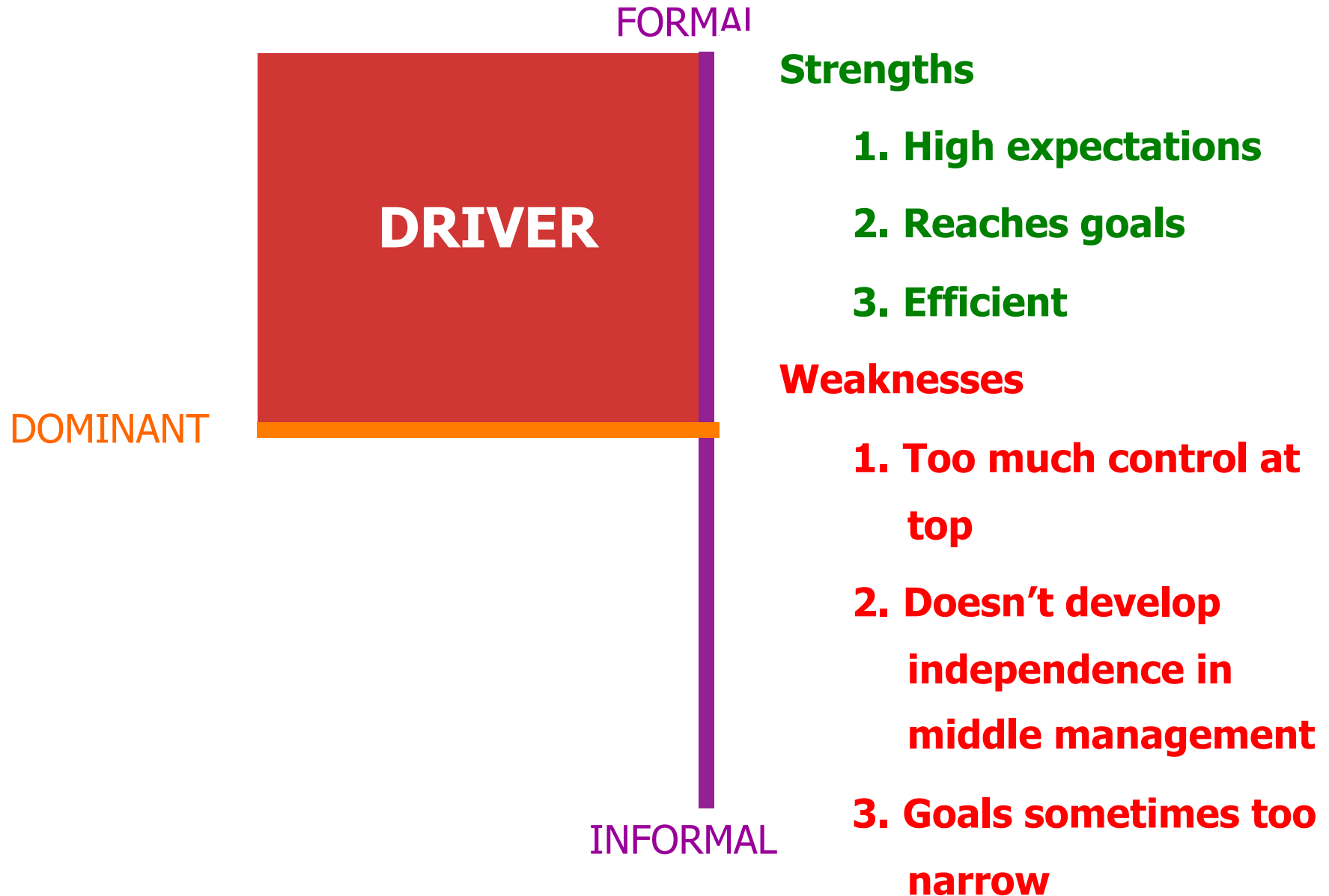
Style: Supporter - Strengths & Weaknesses



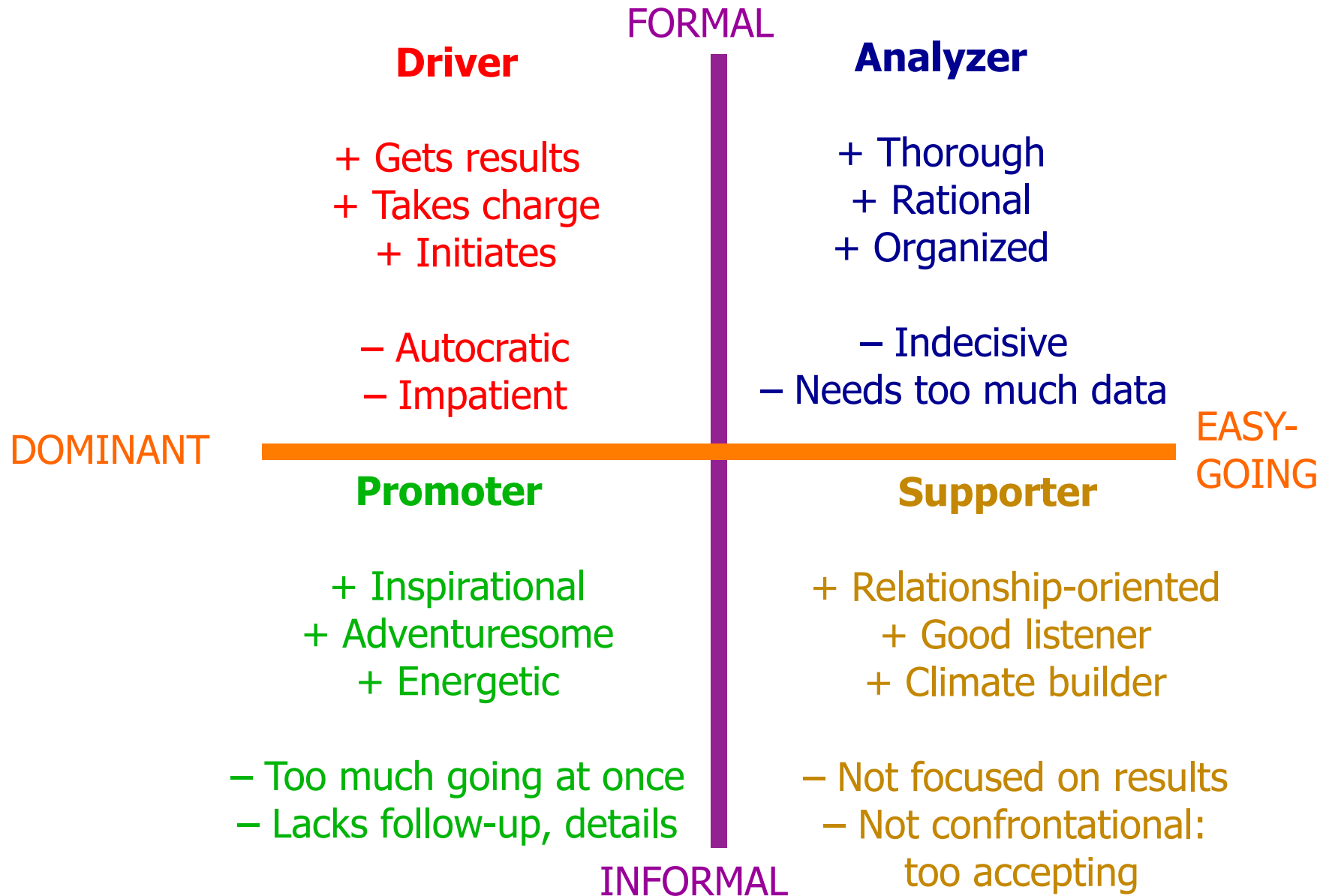
Style: Promoter - Strengths & Weaknesses



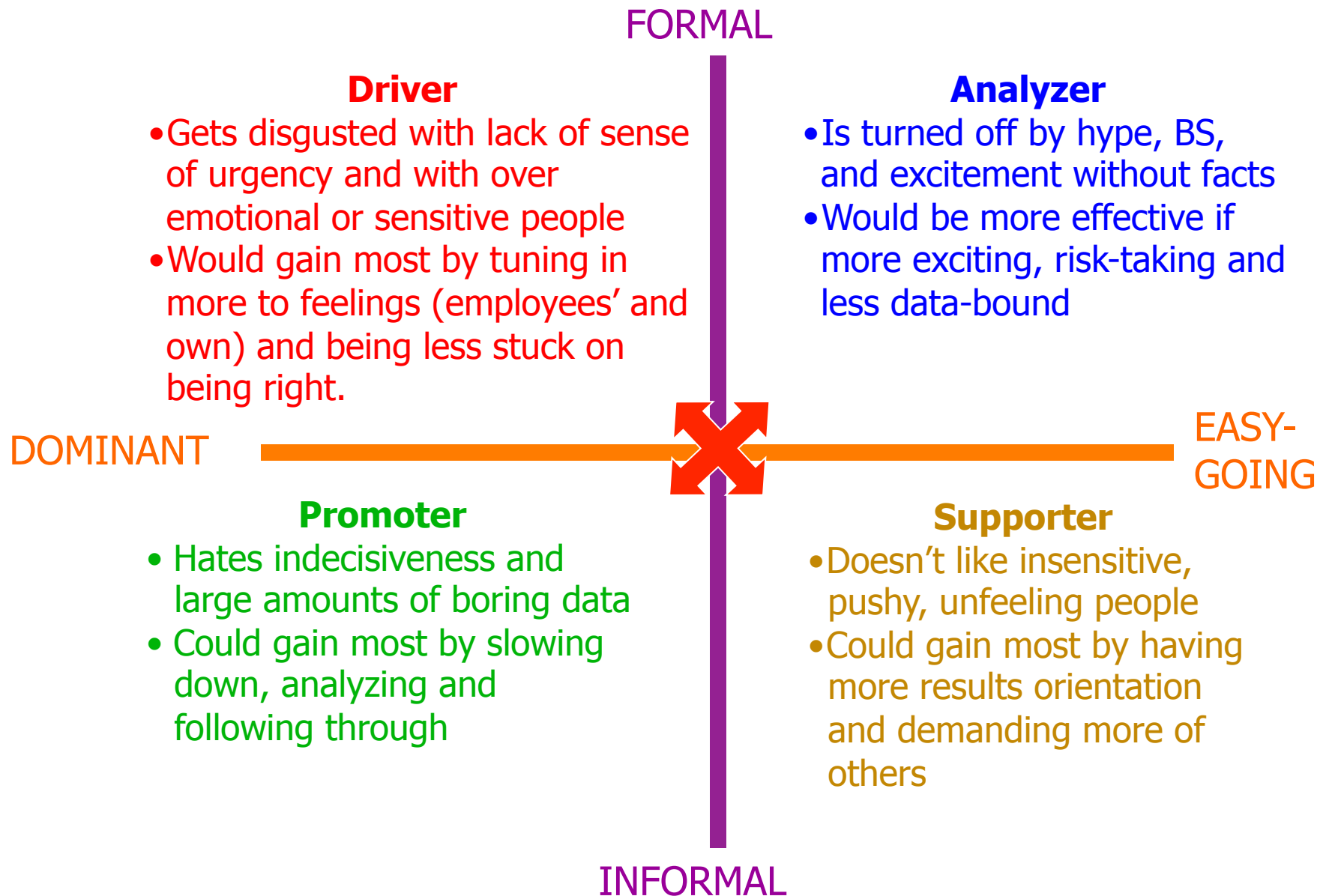
Style: Driver - Strengths & Weaknesses



Team Matrix: General Characteristics



Team Matrix: Conflicts and Lessons



Team Styles Matrix: Suggestions for each type

If you are predominantly a . . .

		Driver	Analyzer	Supporter	Promoter
. . . and you are working with a/an	Driver	Agreement in advance on goals. Freedom to work within agreed-upon limits. Let them win and be in charge.	Summarize facts. Let them decide. Rely on self-discipline. Recognize results tangibly.	Be businesslike. Let them decide. Stick to agenda. Don't insist on personal relationship. Let them tell you what they want.	Back up ideas and enthusiasm with results. Keep agreements. Let them choose. Demonstrate workability of ideas.
	Analyzer	Bring facts and logic in writing. Be patient while they evaluate. Assist in coming to decision. Work with time limits.	Recognize need to set timetables for decision. Encourage risk-taking. Provide perspective on decision at hand.	Demonstrate technical competence. Acknowledge need for facts and data. Work with time limits.	Talk facts, not opinions. Provide detail. Back up facts with detail. Be patient.
	Supporter	Show personal concern for them and family. Provide details and specifics. Acknowledge their contribution. Be supportive of efforts and accomplishments. Build relationship.	Establish personal relationship. Encourage them to increase goals and upgrade prospects.	Be strong, insistent and directive. Encourage and support work through interpersonal relationship.	Slow down the pace and volume. Allow time for relationship. Work on one agenda at a time. Move on after completion. Encourage suggestions and participation.
	Promoter	Be more open about self and emotions. Relax time-consciousness. Give incentives. Let them win. Provide public recognition. Loosen up. Play.	Spend informal time with them. Recognize need for excitement. Ask for ideas. Move quickly. Take risks.	Be firm when challenged. Public acknowledgement. Provide focus and follow-up. Be in a relationship.	Provide discipline and focus. Stay on track. Move quickly. Use creativity and excitement.

Source: J.A.N. Lee, Virginia Tech; Personal Styles and Effective Performance, by David W. Merrill and Roger H. Reid



