



LEADING ENTREPRENEURIAL TEAMS

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What is a team?

- Is a **small group of people** with complementary skills, who work actively **together** to achieve a **common purpose** for which they hold themselves collectively accountable (or are hold accountable for by somebody)
- is an organized group of people committed to work together to complete a well-defined piece of tedious and difficult work
- Is a major force behind the success of a company
- Is a major change in contemporary organizations

Types of teams

- That **recommend things** = established to study specific problems and recommend solutions to them
- That **manage things** = they have formal responsibility to lead other groups
- That **make or do things** = functional groups that perform ongoing task or a unique project (for example, an entrepreneurial team in a start-up)

Nature of teamwork

- Team members actively work together in such a way that all their respective skills are utilized to achieve the common purpose
- Is the **very foundation of a high-performance** team and small organization

Characteristics of a high-performance team

- Have **strong core values**
- Able to turn a general sense of purpose into **specific performance goals**
- Have the **right mix of skills**
- Possess and exercise **creativity**
- Enthusiastically **focus on results** rather than doing particular duties
- Enthusiastically **help other member** to get results
- **Actively learn** and teach other members when needed

Characteristics of a high-performance team

- Focus on **finding solution to problems**, not to focus on the the problem itself or who is to blame for it
- **Take correction easily**
- Hold themselves **accountable**
- **Take responsibility** and acknowledge mistakes
- Inspire **trust**

The five dysfunctions of a team

- 1. Absence of trust between members
- 2. Fear of conflict
- 3. Lack of commitment
- 4. Avoidance of accountability
- 5. Inattention to results

- How to solve them? Or avoid them?

Working on gaining trust

- **Trust in a team is about vulnerability**
- in the practical reality of members being **unafraid to admit** to one another their failures, frustrations and fears
- **Establishing trust** requires
 - **Time**
 - **Courage**, as the ability to make public your own inadequacies
 - **Teach team** members to get comfortable to honestly saying : **“I was wrong”, “I made a mistake”, “I need help”, “I am not sure” and “I am sorry”**

Working on conflict resolution

- Establishing trust **makes it easier to overcome the fear of conflict**
- Conflict in teams **is positive**, and involves passionate debate about important issues of the team
- **The goal of team members is to pursue a collective truth**, not gain personal advantage
- Positive conflict is about **efforts to say what needs to be said**, not to win arguments with other team members

Working on commitment

- Teams that commit to decisions and standards do so because they embrace **two key concepts: Buy in and clarity!**
- **In order to align around commitments, do the following**
- **1. Clarify the commitment** by asking 5 minutes before the end of a meeting: **“What exactly have we decided here today?”**
- **2. Cascading communication** by telling team members to communicate the decision to their staff members within 24 hours of the meeting

Working on accountability

- = the willingness of team members to **remind one another** when they are not living up to the team performance standards
- The key is **to do it directly from peer to peer**,
- It should not always involve the participation of the team leader!
- **Condition** = team members must be willing to tell each other on behavioral issues
- **If the team leader balks at doing it, then team members will not do it by themselves!**

Working on results

- A team can fail if it loses sight of the ultimate measure of success that is RESULTS!
- The team will decide exactly **what constitutes winning!** How we will **measure success?**
- **Success should be defined by one or two measures** , such as: Client satisfaction? Revenue? Bottom-line profits! Growth over competitor? Growth over last year?
- **Not by all of them!** And of course, by none of the above!
- **Pick one or two** so that team members have a goal they can **focus on COLLECTIVELY!**

What is team building?

- Team members and leaders **must work hard and smart** to achieve teamwork
- Team building is the **key to achieve teamwork**
- It is a **sequence of planned activities** designed to gather and analyse data about the functioning of a group and aimed to initiate changes designed to **improve teamwork and to increase the group effectiveness**

The process of team building

- **Five stages** process
- 1. problem or opportunity in team effectiveness
- 2. data gathering and analysis
- 3. planning for team improvement
- 4. Taking actions to improve the functioning of the team
- 5. Evaluation of results

Main approaches to teambuilding

- **Formal retreat** = occurs during an offsite retreat (1-2 days)
- **Continuous improvement** = the manager, the leader, or members take the responsibility for ongoing team building
- **Outdoor experience** = members engage in various physically and mentally challenging situations that require teamwork for solving them effectively and efficiently

How to build a team?

- Increase the identification of each member with team's goals
- Increase members feelings of greater control
- Enhance members' ongoing self development and self-management
- Satisfy the higher-level needs of members
- Foster open and honest communication between members
- Move **leadership** down through the levels of the team
- Combine resources for higher quality decisions

Qualities of a team player	Keys to successful teamwork
Unselfishness	Personal chemistry
Discipline	Recruiting the right people for the role
Determination to achieve common goal	Having attitude
Dedication to doing the role tasks	Role acceptance
Confidence in oneself and others	Trustful environment
Enthusiasm	Having a common vision

Team stages, expertise and information needed

Stage of team development	Content	Information
1. Forming	Setting common goals and recruiting members	Situation/ direction/ goal
2. Storming	Allocating tasks, debating rules and ways of cooperating	Opportunity / support
3. Norming	Agreeing on work rules, roles and tasks	Problem/ Potential problems
4. Performing	Working towards achieving common goals	Decisions / Change

The stage directs what the team leader needs to do

Stage of team development	Manager style	Leadership	Tasks	Skills
Form	Directive	Force / seduction	Tell	Communication
Norming	Benevolent	Persuasion	Sell	Motivate
Storming	Consultative	Empowerment	Involve	Educate
Performing	Participative	Wisdon/ integrity	Delegate	Management

Strategic planning for team leadership

- **Vision** = what will the team become? Which is its ultimate ambition?
- **Mission** = what will the team do? It is a statement about team's action
- **Objectives** = what will the team achieve? Its higher level goals
- **Goals** = What are the key measures of team success? Team targets
- **Strategies** = What tactics, processes, tools and techniques will the team use?

To keep in mind

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- **A vision without a mission is a dream!**
- **A mission without a vision is a nightmare!**

Formulate your team mission statement

- We are(the Name) who (what we DO)..... For
-(customers of the team) In (Where) by
-(How? In terms of quality and When? As Timelines) to
- (Why? Increase quality, reduce costs,

Planning for team action

1. Identify and prioritize the issues
2. Plan, organize, and implement the action items
3. Assign tasks and responsibilities, direct and give support team members
4. Schedule, allocate and control the resources
5. Commit to and act to meet the target timelines

The Golden Rule of team building

- **DO THE RIGHT THING AND YOU WILL FEEL CONFIDENT!**
- **DO THE BEST YOU CAN AND YOU WILL FEEL PROUD!**
- **DO GOOD FOR OTHERS AND YOU WILL FEEL GOOD!**

What is entrepreneurial leadership?

- Involves:
- **instilling in your team members the confidence to think, behave and act with entrepreneurship**
- in order to fully achieving the intended **purpose** of the team (organization)
- **to the beneficial growth of all its stakeholders**

What does an entrepreneurial team leader?

- **takes initiative and acts** as if he is playing a critical role in the organization
- **Energizes** their team members
- demonstrates **creativity**, searches continuously for new opportunities and actively pursues them,
- takes **calculated risks**,
- provides **direction and inspiration** to team members,
- **takes responsibility** for their team failures, learns from them and use them as valuable lessons towards achieving success

Leading teams

- Is **connecting tasks skills with leadership**
- **Linking** is integrating and coordinating the work of the others
- **People linking skills are a part** of linking skills!
- They create the **atmosphere** in which the team works
- They foster **harmony and trust** between team members

Six “connecting people” skills

1. Active listening
2. Communication
3. Team relationships
4. Problem-solving and counselling
5. Participative decision making
6. Interface management

Active listening

- = listening to others and showing them that you are interested by
 - Asking questions
 - Building on what they say
 - Summarizing what has been said by the other

Communication

- **Use the Platinum rule** = Treat others the way **they want to be treated**
- **Do NOT** use the golden rule = treat others the way you would like to be treated

Team relationships

- **Respect** for each member
- **Understanding** one another
- **Trust** one another

Problem solving and counselling

- **Be available**
- **Be responsive**
- **Help your team members** to look for both opportunities and barriers

Participative decision making

- **Involve all the team members in key decisions** , every step of the process
- **Ownership** of decisions increase each one's commitment
- Take a **balanced approach** to team effectiveness between
 - Telling people what to do (being directive)
 - And wasting time in too many meetings to achieve consensus

Managing the team interface

- **Internal linking** between team members
- Linking the team to its **external** environment
- **Informal linking** between members

Task linking skills

- They create the **solid core** of the team
- Represent a **solid foundation** for teamwork
- Promote **harmony and stability**
- 5 skills
 - Work allocation
 - Team Development
 - Objective setting
 - Delegating
 - Quality standards

Work allocation

- **Assign tasks** to each team member based on **matching competences** AND matching preferences
- Therefore, know their competence
- Know their preferences for working with somebody or not

Team development

- **Balance** your team
- **Stretch** the people-related skills
- **Use their strengths and improve their weaknesses**

Objectives setting

- Define **outputs** of the team
- Define **outcomes**
- Keep clear **accountability**
- **Stretch the goals of the team** (used the SMART approach to goals)

Delegation

- **Selection**
- **Training** of members
- Increase their **competence**
- Increased their **confidence**
- **Having trust in them**

Quality standards

- Use team **agreed standards** for work
- **Monitor** procedures
- **Deliver the right quality** but always improving

Leadership linking skills

- Motivation
- Strategy

Motivation

- **The leader of the team**

- Articulates a compelling vision of the team's future
- Inspires members to perform
- Is someone team members are willing to follow
- Can make others feeling optimistic about the future
- Focuses without hesitation on clear goals
- Takes a stand on controversial issues affecting the team to solve internal conflicts

Strategy skills of team leader

- Able to **think strategically**
- **Analyses** situations clearly and logically
- **Examines each assumption** in a critical way searching to identify potential flaws/ weaknesses
- Is **able to think ahead** and see problems before they arise
- When dealing with a complex issue is **keeping a focus on all elements** (systematically)
- Knows “**where the team is going**” and “**how to get there**”

CONCLUSION

End

Thank you !



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