

# Understanding The Entrepreneurial Teams' Dynamics

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# **AGENDA**

- 1. Understanding the Teams and teamwork Phenomenon.**
- 2. Exploring the role of teams in entrepreneurial ventures.**
- 3. Exploring the teams' characteristics.**
- 4. Understanding the team formation process.**
- 5. Exploring the individuals' traits and team's success.**
- 6. Activity: A dream workplace.**

**GREAT THINGS IN BUSINESS ARE NEVER  
DONE BY ONE PERSON. THEY'RE DONE BY  
A TEAM OF PEOPLE.**

**- STEVE JOBS**

# **What is a Team?**

A team is a small number of people with complementary skills who are committed to a common purpose, a set of performance goals, a common approach... for which they hold themselves mutually accountable.

T

together

E

everyone

A

achieves

M

more

## **What is an Entrepreneurial Team?**

A group of entrepreneurs who make a joint decision to start a new venture, and act together during all stages of the entrepreneurial process.

## **What is an Entrepreneurial Team?**

A top team of individuals who are the most responsible for the establishment and management of the business. Two individuals are enough to be called an entrepreneurial team only if they hold a share in a company and make strategic decisions.

# Team Characteristics

## Participative Leadership

Creates an interdependence by empowering, freeing up and serving others.

## Future Focused

Sees change as an opportunity for growth.

## Shared Responsibility

Establishes an environment in which all team members feel responsibility as the manager for team performance.

## Focused on Task

Keeps meetings and interactions focused on results.

## Alignment of Purpose

Has a sense of common purpose about why the team exists and the function it serves.

## Skill Utilization

Applies individual talents and creativity

## High Communication

Creates a climate of trust and open, honest communication.

## Rapid Response

Identifies and quickly acts on opportunities.





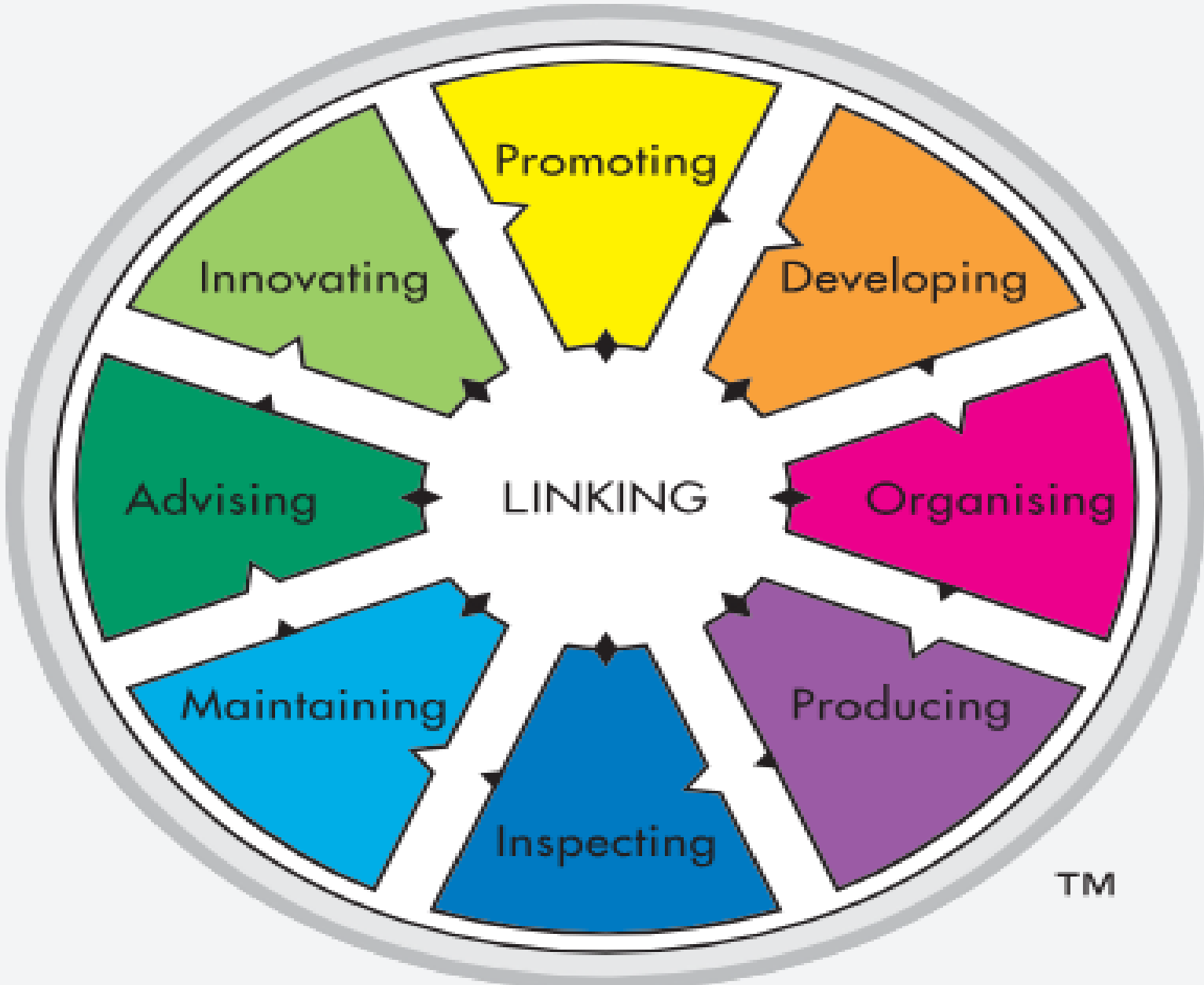
# QUESTIONS A TEAM NEEDS TO ADDRESS.



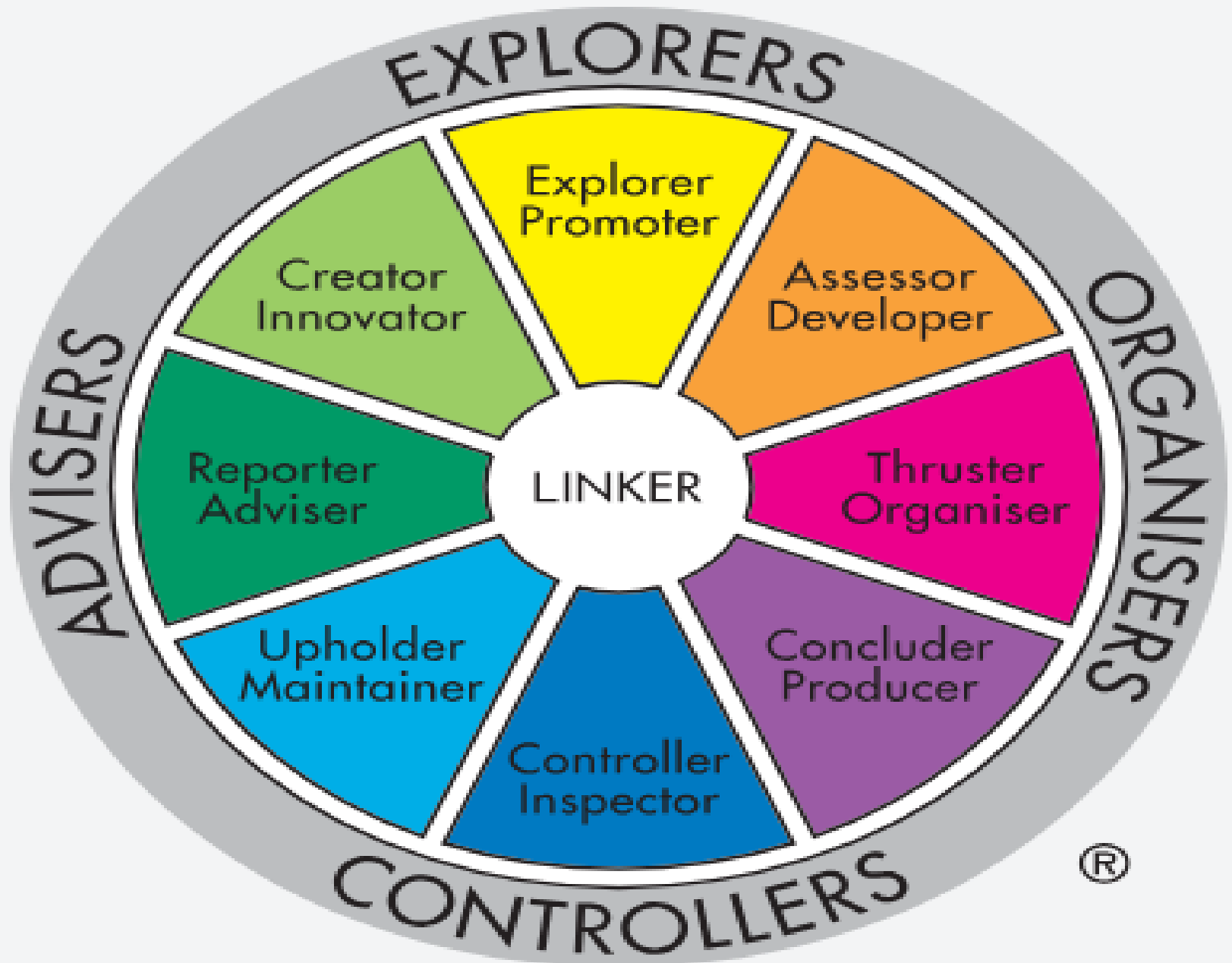
# High Performance Teams



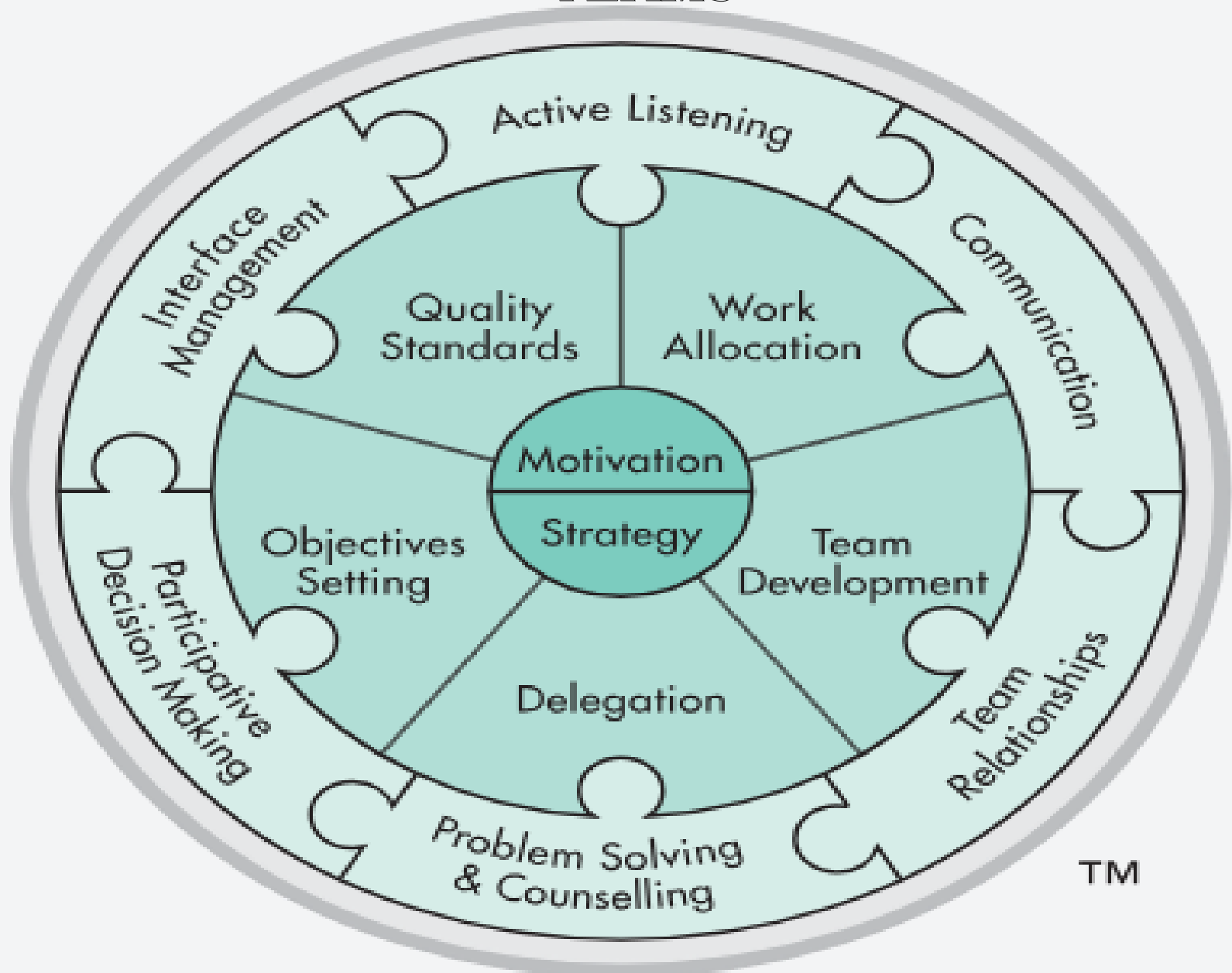
# EIGHT TEAMS' FUNCTIONS



# ROLE IDENTIFICATION IN TEAMS

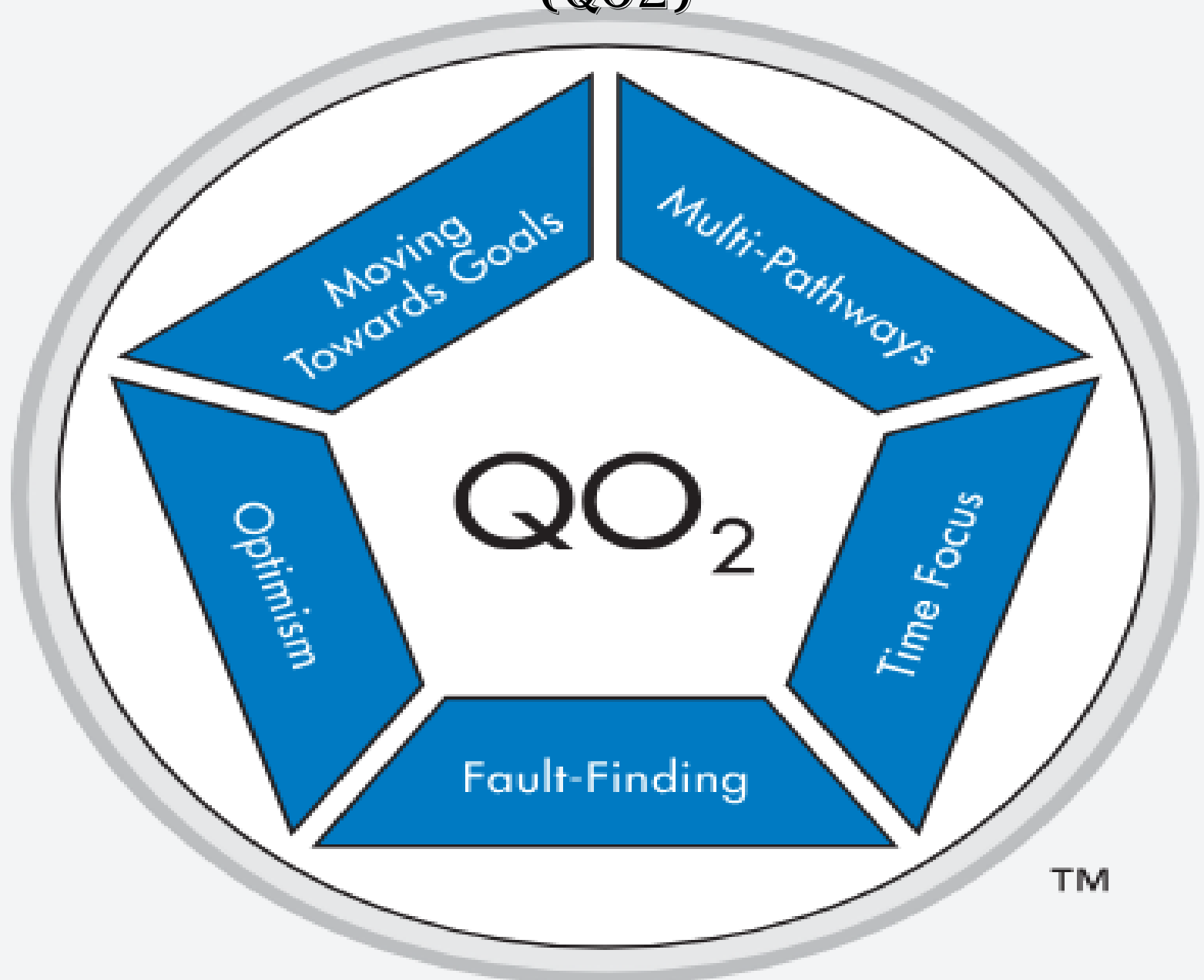


# PEOPLE LINKING AND TASK LINKING SKILLS IN TEAMS



TM

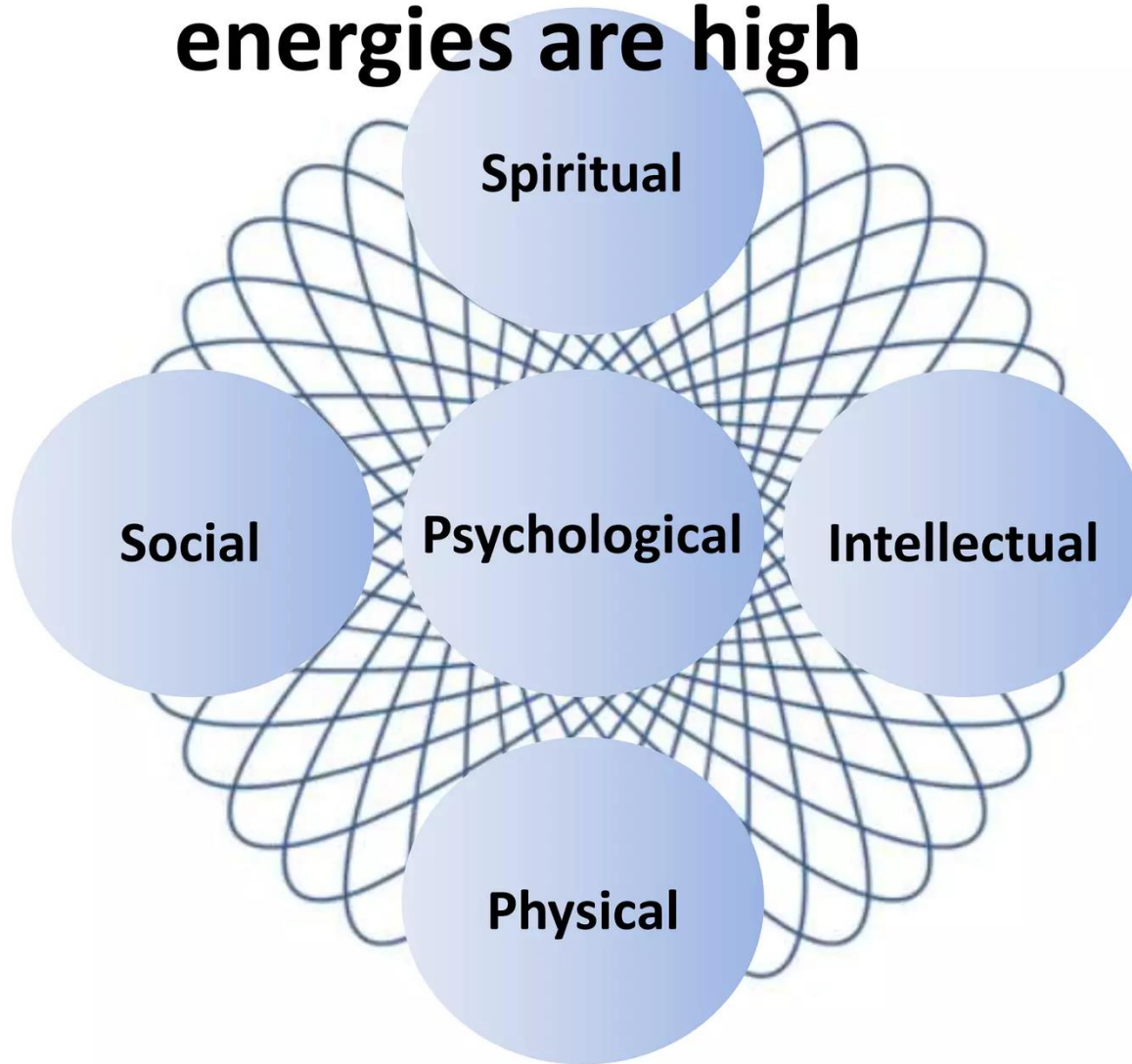
# TEAMS' OPPORTUNITIES-OBSTACLES QUOTIENT (QO2)







# Teams perform best when five energies are high



Source: [http://www.institute.nhs.uk/tools/energy\\_for\\_change/energy\\_for\\_change.html](http://www.institute.nhs.uk/tools/energy_for_change/energy_for_change.html)



# The 5 Energies of High-Performing Teams

## Social

Personal engagement, relationships and connections between people.



## Intellectual

Analysis, planning, thinking.



## Spiritual

Commitment to a common vision for the future, driven by shared values and purpose.



## Physical

Getting things done!  
Making progress.

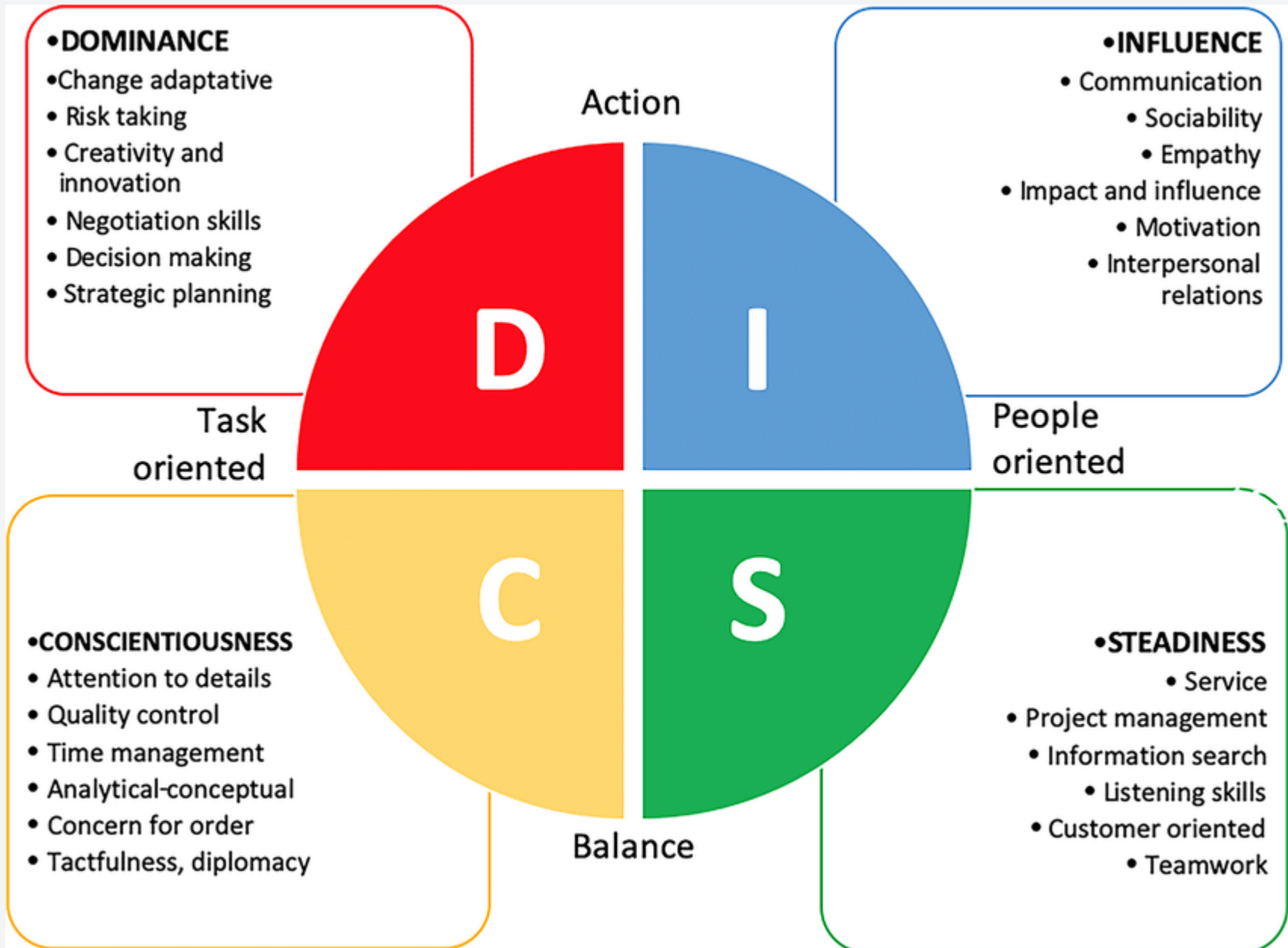


## Psychological

Courage, resilience, feeling safe to do things differently... and take risks.



# DISC MODEL TO ASSESS TEAM MEMBERS TRAITS





## C-Style Team

**Focus:** Analyzes tasks and things

### Strengths:

- Keeps focus on the issues
- Acts as the internal quality controller
- Provides Focus
- Provides the analytical view

### Challenges:

- May be too much by oneself
- May be too straight and rigid at times
- May be overly critical
- May be paralyzed by data and details

**Focus:** Fast and task-oriented

### Strengths:

- Shows direction
- Prevents chatter
- Takes care of own projects
- Keeps team moving forward

### Challenges:

- May not listen to each other
- May underestimate others
- May be too blunt
- May order others around

## D-Style Team

**Focus:** Team-oriented

### Strengths:

- Ensures assigned tasks are completed
- Helps and supports each other
- Conscience of each other

### Challenges:

- May oppose new ideas
- Receives but does not provide information
- Cannot assess own team critically

**Focus:** Fast and people-oriented

### Strengths:

- Open and friendly
- Sells ideas
- Acts as positive spearhead

### Challenges:

- Head in the clouds, easily gets off ask
- May disturb the daily routine
- May not listen to the issues
- May want to please too much

## I-Style Team

## S-Style Team

# TUCKMAN'S 5-STAGES OF GROUP DEVELOPMENT

## Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



## Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



## Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



## Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.

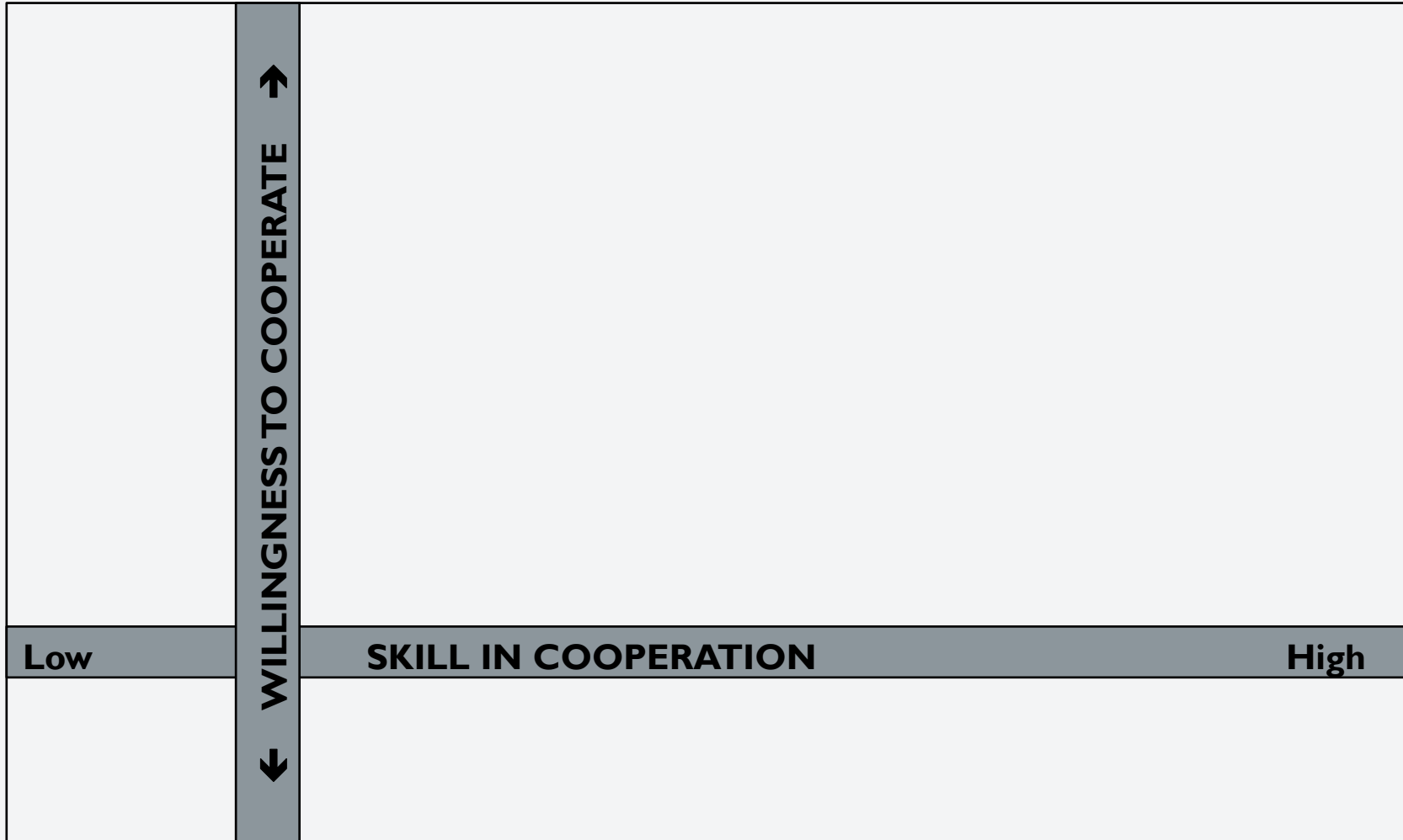


## Adjourning

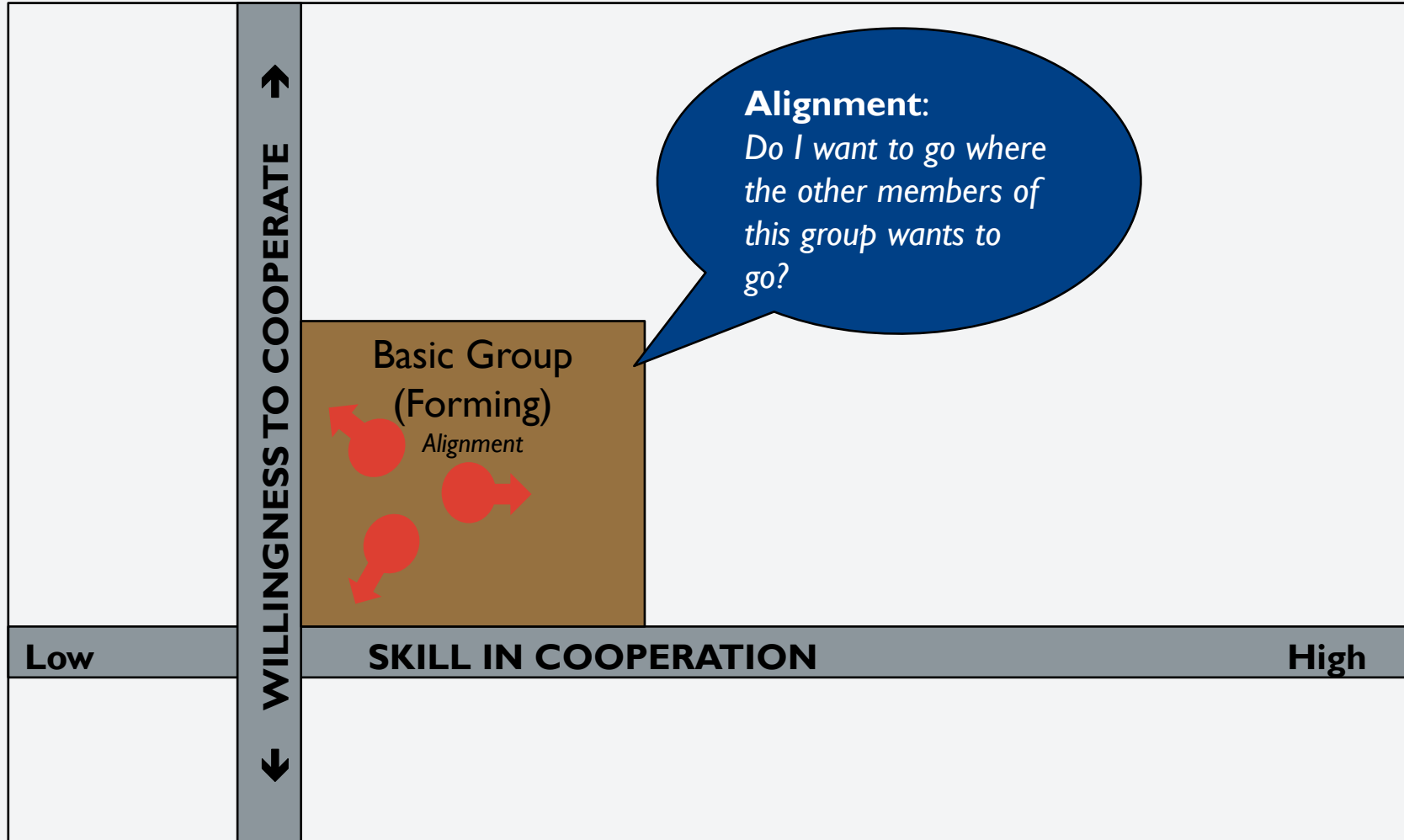
The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



# DEVELOPMENT OF A TEAM (Pat MacMillan)

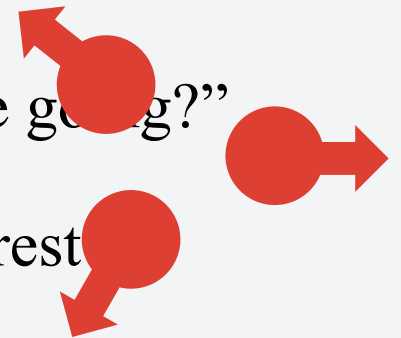


# Basic Group

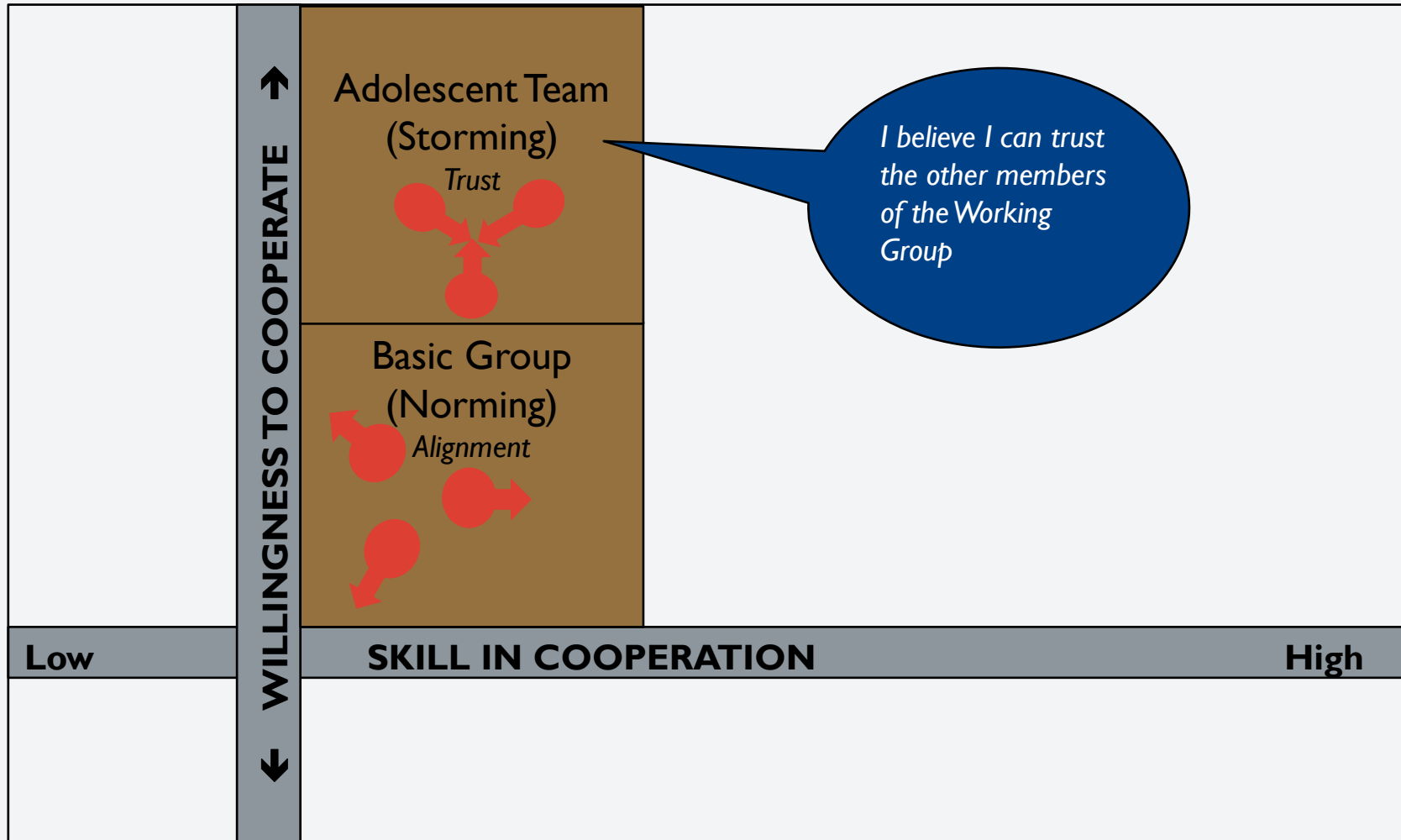


## BASIC GROUP (FORMING)

- ✓ Concern of each group member is that of alignment: that is whether he/she and other group members are all going in the same direction.
- ✓ Each member is asking themselves (often asked sub-consciously) as they join a new group.
  - ✓ “is this group going where I want to go?”
  - ✓ “do I want to go where this group might be going?”
  - ✓ “is being part of this group in my best interest?”
  - ✓ “do I really want to be a part of this group?”



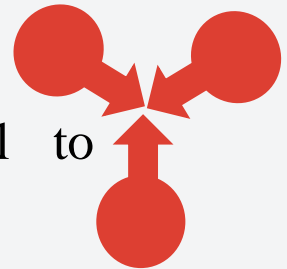
# Adolescent Team





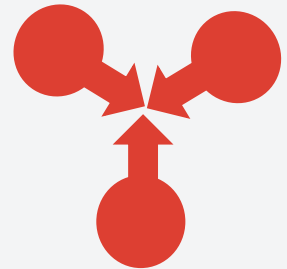
# THE ADOLESCENT TEAM (STORMING)

- ✓ If and when Basic Group members become somewhat convinced that being a member of this group is in their best interests, they begin to move into the second stage of development – the Adolescent Team.
- ✓ They have now moved up the WILLINGNESS Scale, but still need to develop Cooperation SKILL together.
- ✓ In this stage, the Basic Group members become willing to risk being more open, they are more willing to express personal concerns and feelings.
- ✓ And their attention begins to turn from personal to interpersonal concerns.

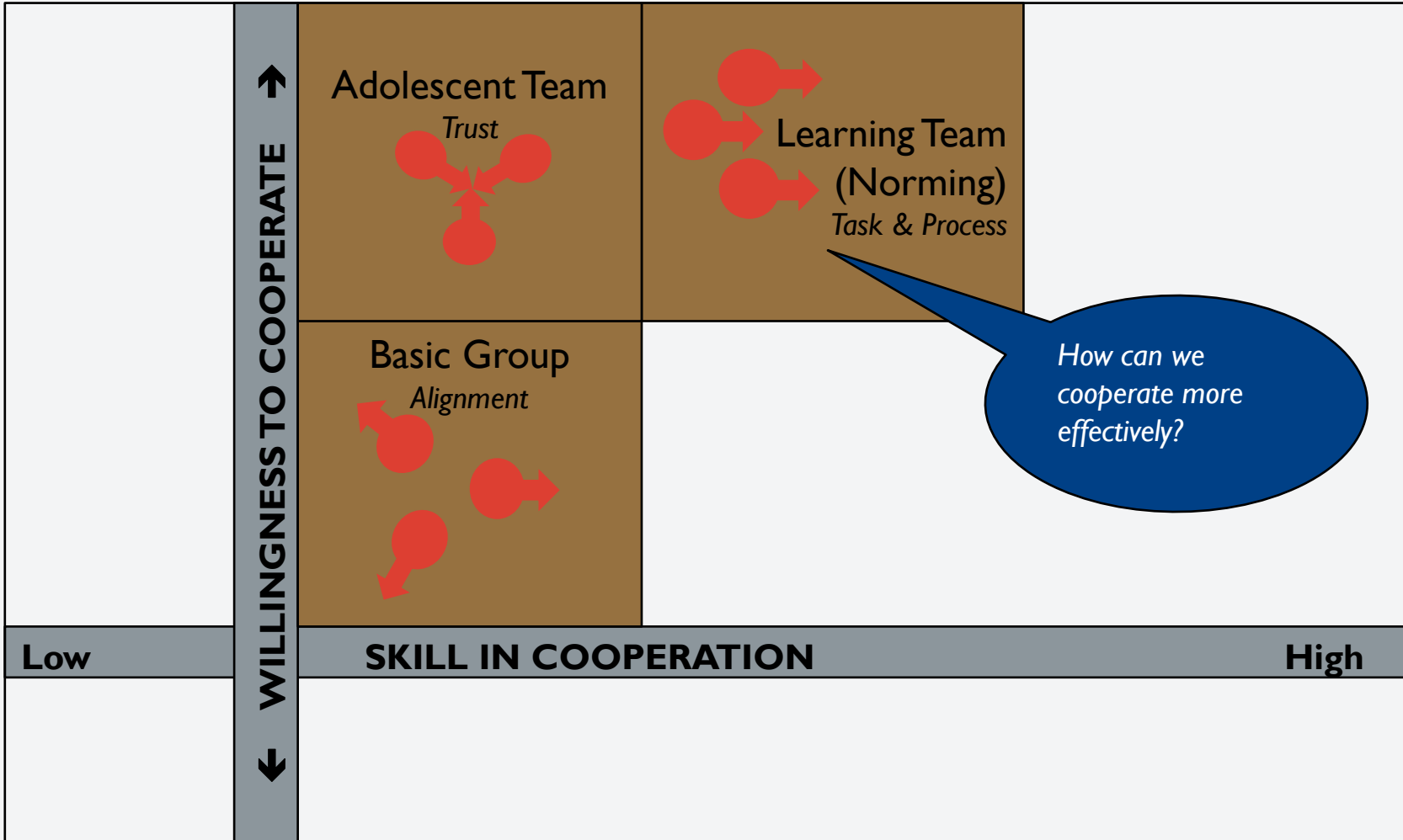


## The Adolescent Team (Storming)

- ✓ Trust is the core issue at this stage. And the focus of the Working Group members is on getting to know their co-workers – their strengths, weaknesses and the unique contributions each brings to the team.
- ✓ As the team members grow in their knowledge and trust of one another, they also begin to gain a more accurate picture of the scope of their task; and the team begins to turn towards the task.

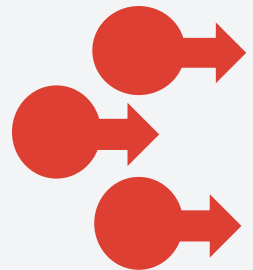


# Learning Team

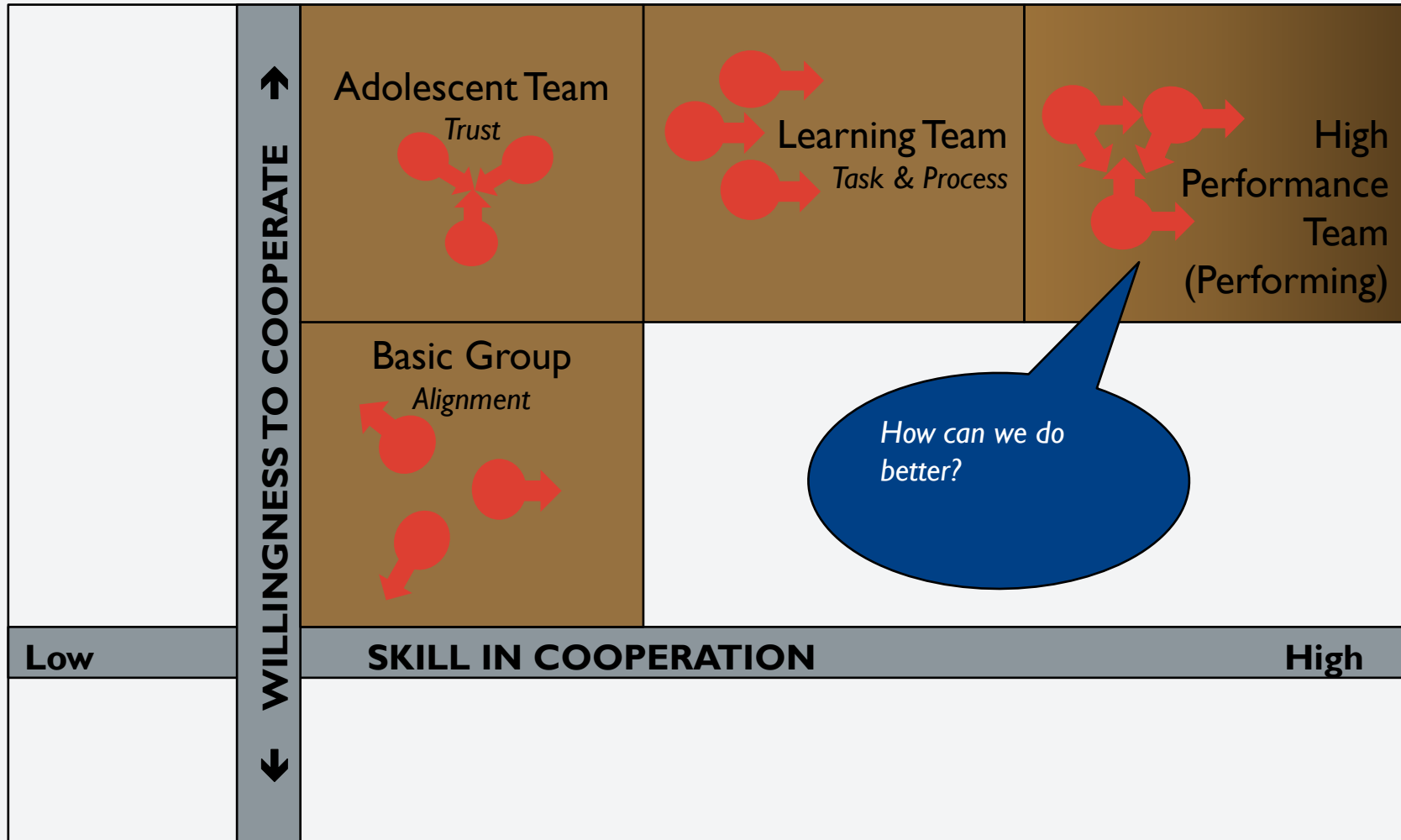


# THE LEARNING TEAM (NORMING)

- ✓ WILLINGNESS to cooperate is now high, and SKILL in cooperation is beginning to grow, as the group has more experience of working together.
- ✓ Having resolved the issues of alignment and trust, the Working Group is now able to move on to the task itself. And there are two elements which the Learning Team needs to work through.
- ✓ When they can do that, the second element for the Learning Team is to figure out how to accomplish it.

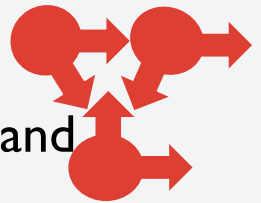


# High Performance Team

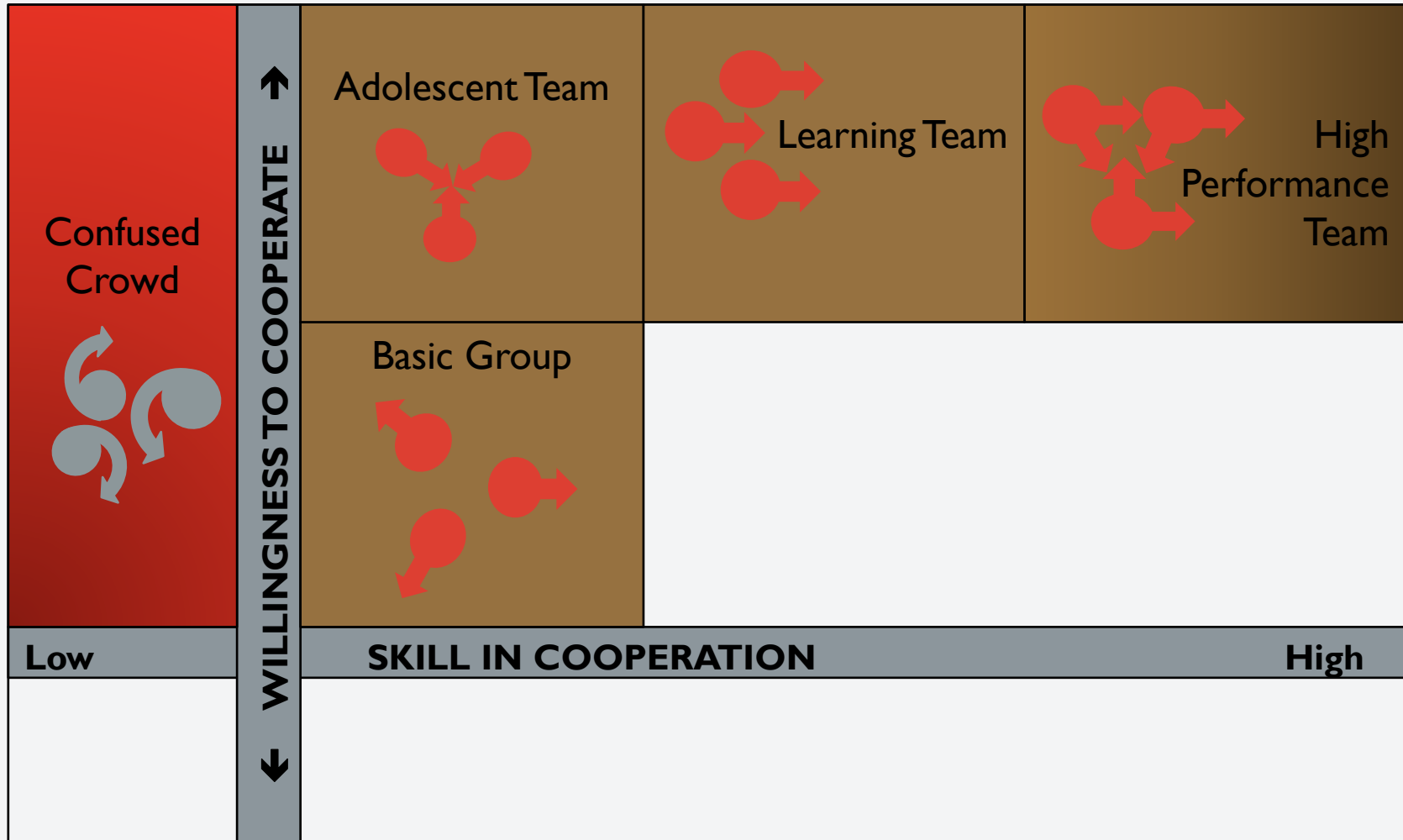


# HIGH PERFORMANCE TEAM

- ✓ The Working Group is now displaying high WILLINGNESS to cooperate and high SKILL in cooperation.
- ✓ By this stage, having worked through the issues of Alignment, Trust, Task and Process, the Working Group can now function as a High Performance Team.
- ✓ Group is able to balance the tensions between people and purpose; between individual initiative and collaboration.
- ✓ Everyone is committed to the whole task.
- ✓ There is flexibility, and responsiveness.
- ✓ There is a genuine concern about their effectiveness and how they can do better.



# Confused Crowd



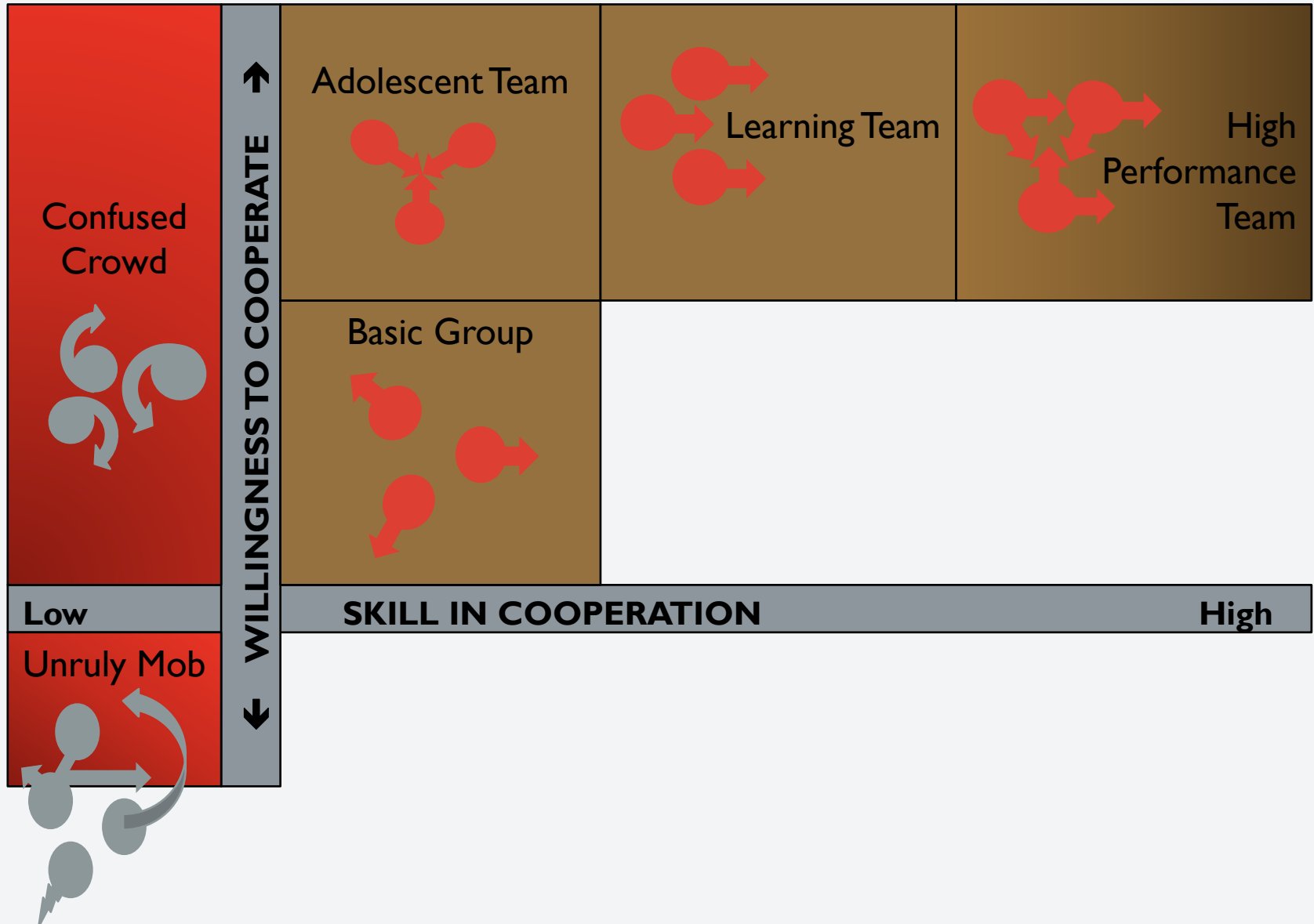
# CONFUSED CROWD

- ✓ High willingness/low skills
- ✓ This group has the best of intentions and a great attitude to working together. But they do not have the skills needed to effectively combine and coordinate their efforts.
- ✓ There is willingness to cooperate, but they just don't have the skills.
- ✓ The problem could stem from inadequate training for the team – or even the make-up of the team (such as missing roles)



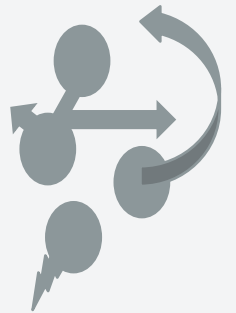


# UNRULY MOB

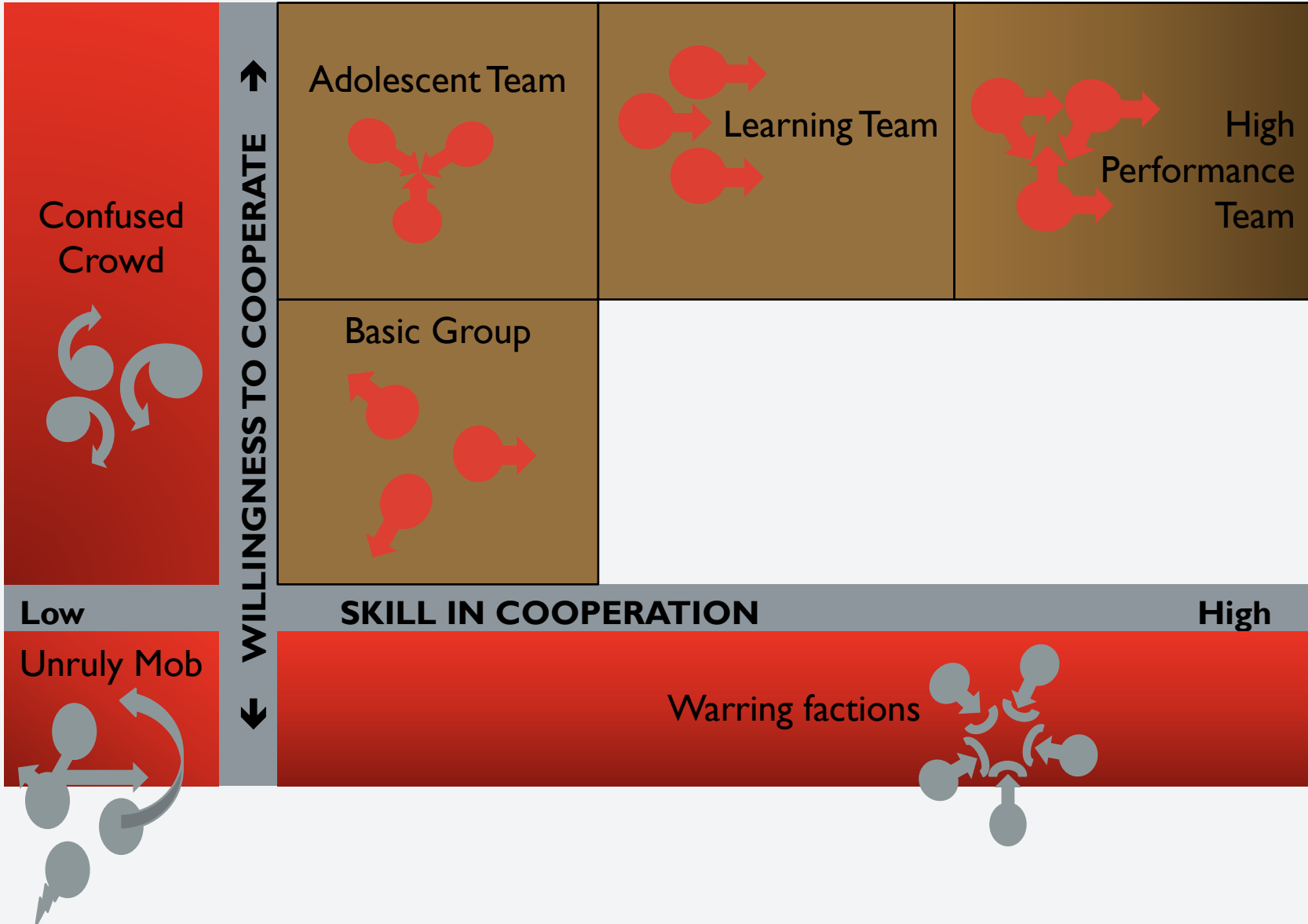


# UNRULY MOB

- ✓ low willingness/low skills)
- ✓ This group neither has the skills nor the willingness to cooperate. They are made up of individuals who operate independently and who simply want to do it “my way”!



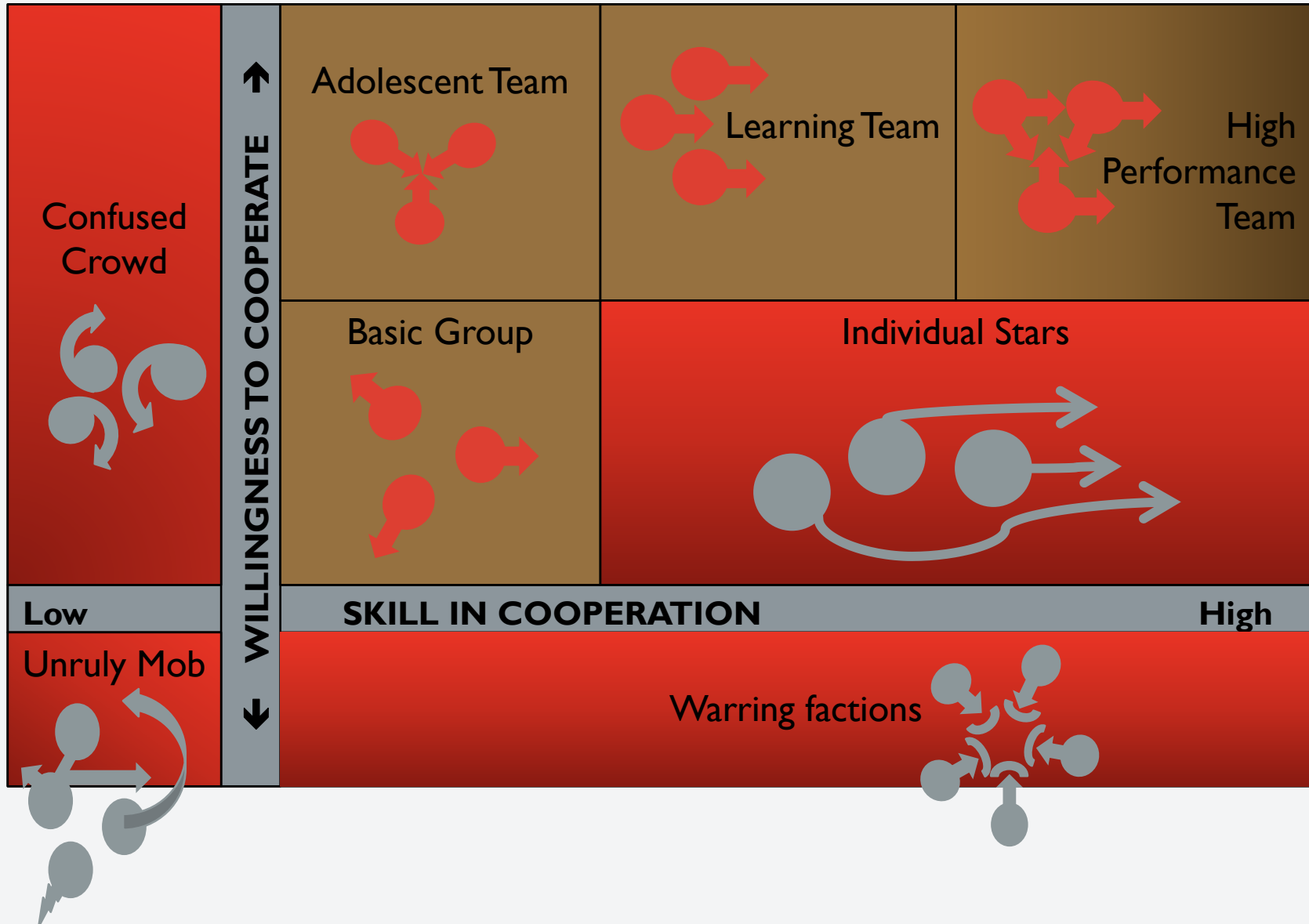
# Warring factions



# WARRING FACTIONS

- ✓ low willingness/high skills
- ✓ This group have skills in cooperation – but they aren't willing to cooperate with one another.
- ✓ The group is characterized by high levels of competition, internal politics or lack of trust.
- ✓ Relationships are so bruised and broken that there is little chance that the individuals will subordinate their interests to the greater needs of the group.
- ✓ This group isn't cooperating – and doesn't want to!

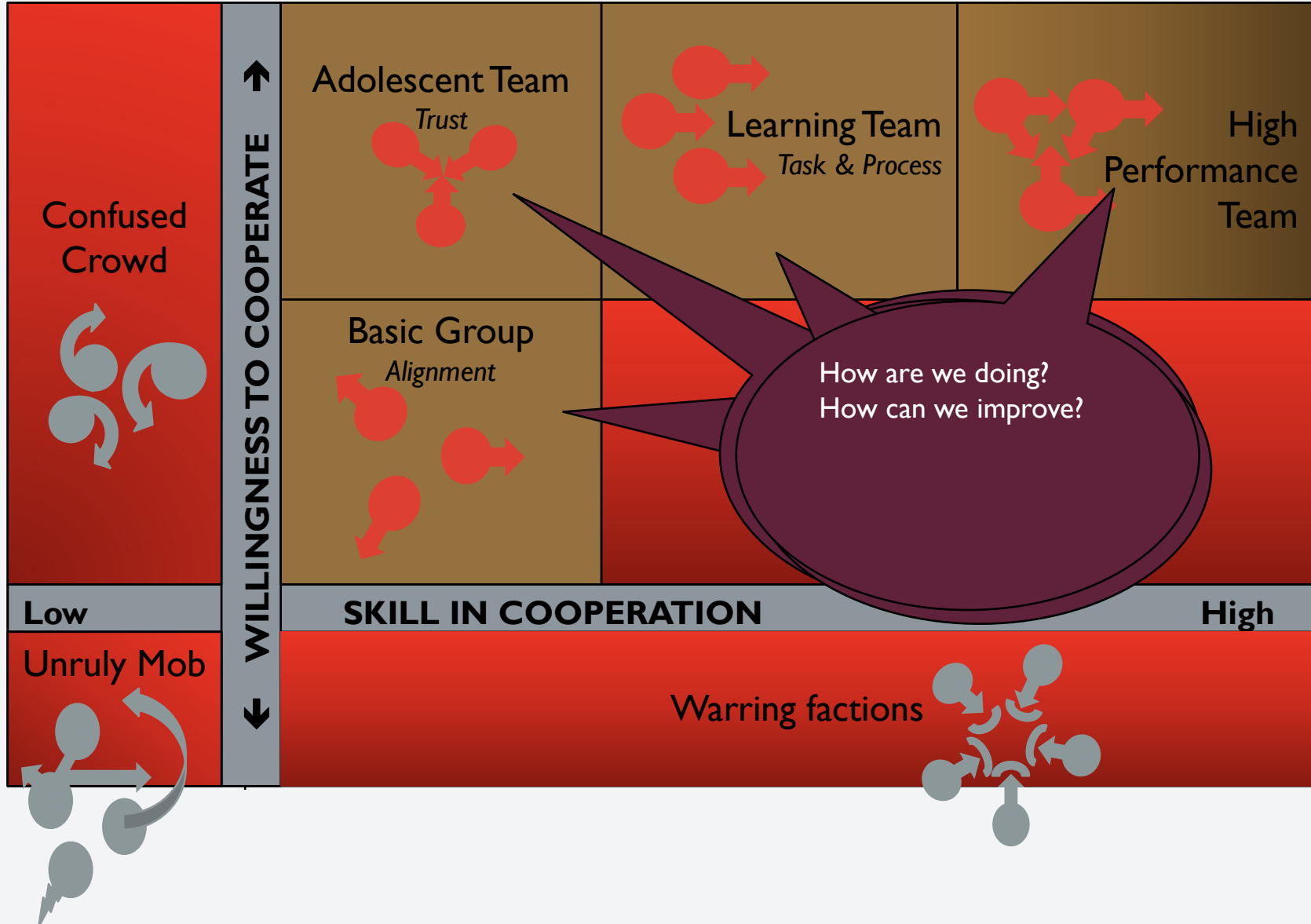
# Individual Stars



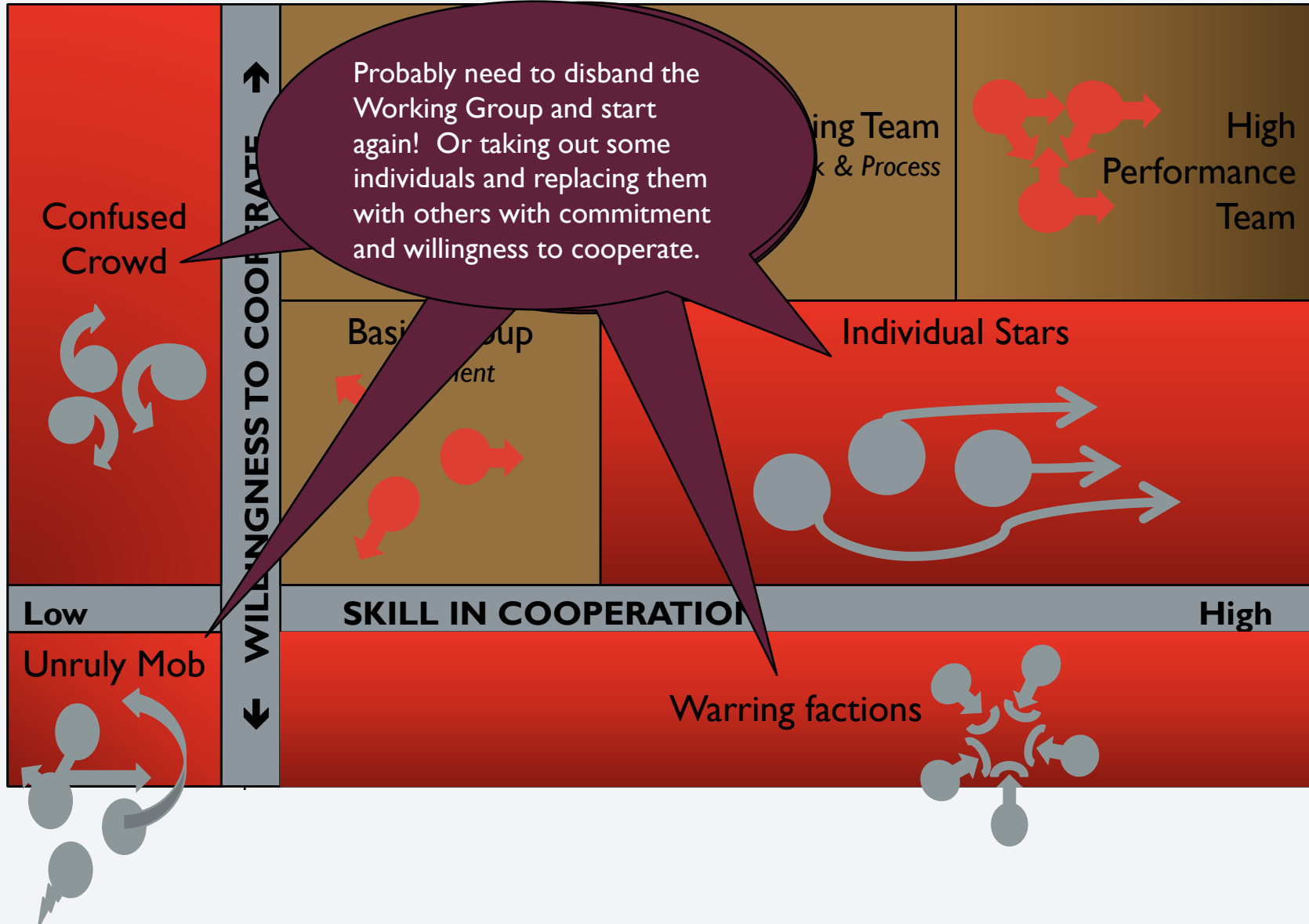
# INDIVIDUAL STARS

- ✓ *High skills, but willingness is dependent on their perceived individual interest*
- ✓ These group members are highly skilled in cooperation, but are in the group for themselves, not for the team
- ✓ It is only when it is to their distinct advantage that they use their cooperative skills in a collaborative way.
- ✓ People have high competitive spirits and don't have any trust – and it's almost impossible for a group like this to move up the willingness to cooperate axis.

# Developing from a basic group to a high performance team



# Helping dysfunctional teams become functional





# 10 Things FAB TEAMS DO! They...

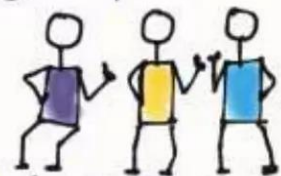
1. Create a shared VISION of the future, and move towards it together.



2. Challenge the status quo together, so noone has to face scary change alone



3. Sign up to...



(change is built on a commitment to a different future, not performance management)

4. Value and embrace difference and healthy conflict.

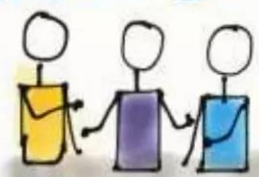


5. Help everyone in the team to feel safe and innovate.



(and we don't punish people if they fail).

6. Communicate → TALK! (Don't rely on email)



7. Are KIND to each other. Get to Know each other as people - care about the little things (like tea + cake!)



8. Think the best of each other - so when something goes wrong you don't blame other people's incompetence.

10. Are highly productive - the sum is greater than its parts.



9. Achieve Win-Win for all team members



**ACTIVITY:**

**“A DREAM WORKPLACE”.**

*THANK YOU!*