TEAMWORK ESSENTIALS

Learning goals

- Getting to know different team roles and dynamics

- Reflecting and exchanging about own team experiences

- Diving into the concept of self-organised teamwork

Reasons for failure

No market need (42%)

Ran out of cash (29%)

Not the right team (23%)

Definition

a number of people who act together as a group,
in order to achieve something

Cambridge Dictionary

The basics

- A group is an accumulation of independent people, without a common goal

- A team is a closed group of people that are responsible for a specific task, work process or team goal.

- Team members need to cooperate in order to achieve their common goal.

The startup team

As opposed to a research group, a startup team shares a common team goal:

- Advantages of team work:

- Facilitation of creativity and idea generation

- Combination of skills and perspectives

- Increased productivity

- Shared responsability

- Enhanced motivation and flexibility

Building up a team

- Agreement on the startup vision, value and working culture

- Diversity of complementing skills (e.g. technical, financial, management, marketing) to cover different roles and tasks

- Diversity of complementing mindsets

Informal team roles

OBSERVER
- reflects
- gives feedback
- identifies and names topics

DRIVER
- suggests
- inspires and motivates
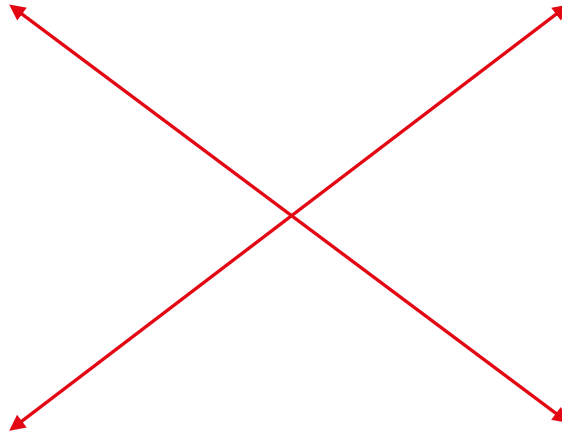- initiates
- brings in ideas

CRITIC REVIEWER
- contradicts
- keeps up the quality
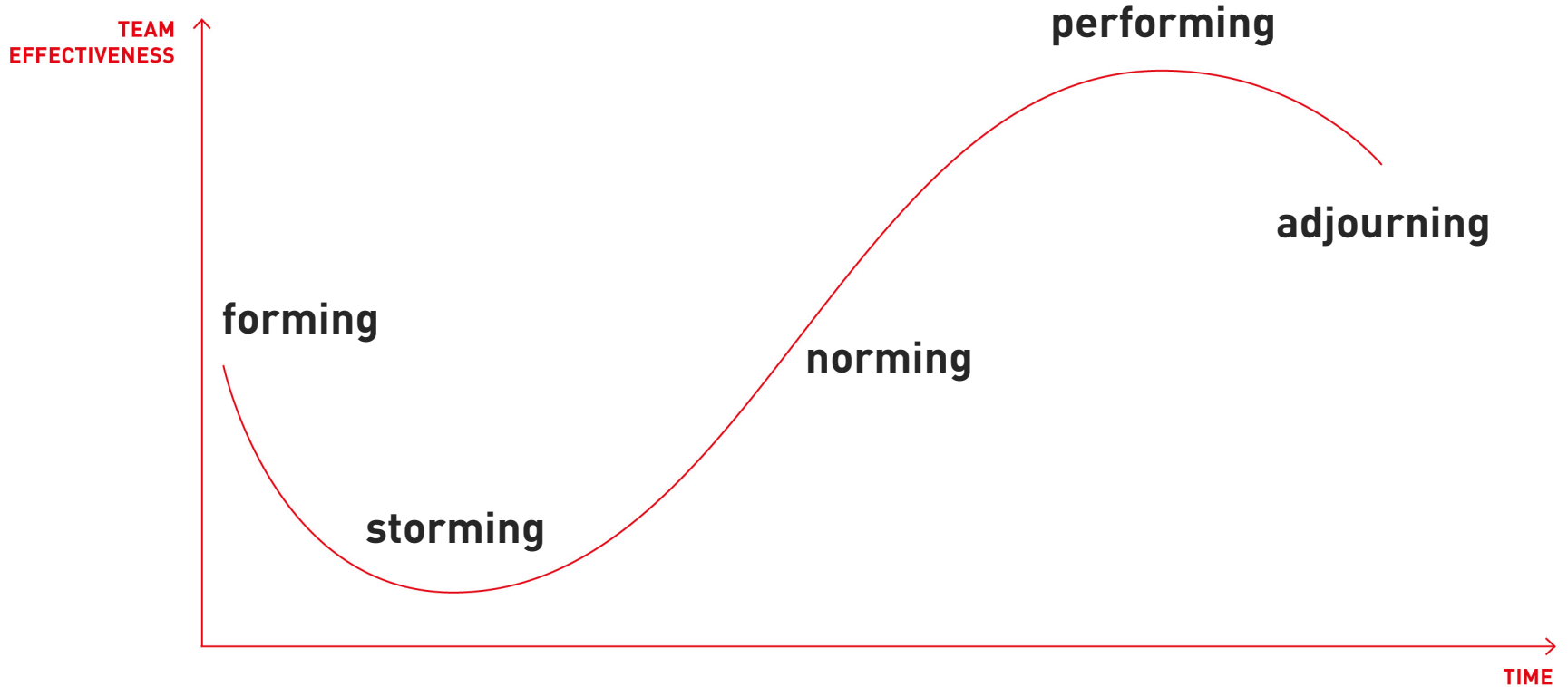- arguments
- brings in new perspectives

SUPPORTER
- appreciates
- stabilizes the team
- looks after a good atmosphere

Tuckman's model

TEAM EFFECTIVENESS

performing

adjourning

forming

norming

storming

TIME

Tuckman B. W., Jensen M. A. C. (1977). Stages of Small-Group Development Revisited. Group & Organization Management, 2(4), p.419-427.

Finding team members

- Startup-Services of your university

- Networking events for people with entrepreneurial spirit (with and without own ideas)

- Register of interested people

- Bulletin board

- Local Meet ups

- Conferences and fairs

- Training groups

- Falling Walls Network

- Networking events

Friends ≠ business partners

„I would not recommend working with friends, but making friends with your colleagues after you form the company."

Hemanth Mandapati
Engineer
Young Entrepreneurs in Science alumnus & role model
Founder of Indaaq

What matters most

"To build your team is something you, as an entrepreneur, need to take seriously. It can take years until you have the first working product to demonstrate to stakeholders or investors, so a well-functioning and committed team is what matters most."

Christoph Biermeier
Economist & Young Entrepreneurs in Science alumnus

Industry insider

"Make sure to have at least one person on your team with several years of experience within the industry that you're planning to disrupt."

Lloyd Blum
Researcher for Rural Development &
Young Entrepreneurs in Science alumnus
is founding a startup for sustainable surfboard production

Transparency is key

"I recommend being transparent with each other. Talk openly about your expectations from your startup, from your business, from your future.

Mina Kolagar
Cofounder PANTOhealth
& Young Entrepreneurs in Science alumna

In summary, ...

- Teamwork allows for synergy effects

- Team members should

  - agree on a common vision and working culture

  - be diverse regarding their skills, perspectives and informal roles

- There are many different ways to find team members

- Don't get stuck in conflicts and dissatisfaction but seek support by external team coaches or mediators

SELF-REFLECTION

Reflect about the following questions individually. Visualise, take notes, etc.

In the context of working in a team:

- What was my best experience I had with a team and why?

- What was a bad experience and what could have been better?

- What is my inoffical role in a team with regards to driver, supporter, critic reviewer, observer?

- What questions do I have regarding working in a team?

TRADITIONAL PROJECT MANAGEMENT

STRATHEDEN

The V U C A world

VOLATILITY

UNCERTAINTY

COMPLEXITY

AMBIGUITY

V

U

C

A

FAST AND AGILE

The self-organised team

What does teamwork mean in response to the V U C A model?

- Agile teams are responsible for project planning (including working time)

- Agile teams are allowed to experiment and to make mistakes

- Agile teams have the authority to make decisions on their own

What it takes