Session 10:
Team Dynamics & Contracts

Alessandra Springmann
AITI Entrepreneurship Component
Today’s Agenda

• Team Dynamics
• Submit team contract
• Next week:
  – 3/7 Tuesday: practice elevator pitches
  – 4/7 Wednesday: elevator pitch!
    • Everyone pitches individually
    • Can pitch different ideas from your team
    • Get feedback on your teams’ ideas from judges
    • Helpful for determining final project idea!
Why work in teams?

• Completing a project is time consuming and intellectually challenging
• Several people working together using a different set of skills produces a better project
• Many people can sustain enthusiasm and lend support to complete the project
Teams succeed when members have...

• Commitment to the project
  – Initiating, being enthusiastic

• Defined roles and objectives
  – Solving problems logically

• Effective decision systems, communication, and work procedures
  – Seeking approval, giving opinions, generating ideas

• Good personal relationships
  – Encouraging others, relieving tension with humor, being a friend
Important tasks in team building!

• Setting and maintaining the teams objectives and standards
• Involving the team as a whole in the achievement of objective
• Maintaining the unity of the team
• Communicating efficiently with the team
• Consulting the team members before making any decisions
Stages of Team Growth

Stage 1: Forming

Stage 2: Storming

Stage 3: Norming

Stage 4: Performing
Stage 1: Forming

- Define team
- Determine individual roles
- Develop trust
- Communication standards
- Develop norms

Task
- Define problem and strategy
- Identify information needed

- CEO?
- Finance?
- Technology officer?
- How often do we meet?
- Who runs meetings?
- What are we building?
- How?
Stages of Team Growth

Stage 1: Forming

Stage 2: Storming

Stage 3: Norming

Stage 4: Performing
Stage 2: Storming

• During the storming process, team members...
• Realize that the task is more difficult than previously imagined
• Have fluctuations in attitude about chances of success
• May be resistant to the task
• Have poor collaboration

Working in a team can be hard! But it doesn’t always have to be this way...
Stage 2: Storming

• Diagnosis
  1. Do we have common **goals** and objectives?
  2. Do we agree on **roles** and responsibilities?
  3. Do our task, **communication**, and decision systems work?
  4. Do we have adequate interpersonal skills?

• Must provide strong hands-on leadership to keep people working and task-focused
Negotiating Conflict

- Separate problem issues from people issues
- Be soft on people, hard on the problem
- “Fix the problem, not the blame.”
- Look for underlying needs
  - Reach big resolutions rather than specific solutions

Addressing the actual problem

- State your views non-judgmentally
- Clarify core issues
- Listen carefully to each person's point of view
Stages of Team Growth

Stage 1: Forming

Stage 2: Storming

Stage 3: Norming

Stage 4: Performing
Stage 3: Norming

During this stage members accept:

• Their **team**

• Team **rules** and procedures

• Their **roles** in the team

• The **individuality** of fellow members

• Codes of behavior become established and a group culture emerges
Team Norms

• Unconditional **support** to each other
• Standard procedure for when conflict arises
• Responsibilities are clearly defined
• Constructive feedback welcome
  ➢ Be descriptive, use labels, do not exaggerate, do not be judgmental, speak for yourself
• Receiving feedback
  ➢ Listen carefully, ask for clarity, acknowledge feedback and valid points
Stages of Team Growth

Stage 1: Forming

Stage 2: Storming

Stage 3: Norming

Stage 4: Performing
Stage 4: Performing

Team members have:

- Gained insight into personal and team processes
- Better understanding of each other's strengths and weaknesses
- Gained the ability to prevent or work through group conflict and resolve differences
- Develop a close attachment to the team
Qualities for a Successful team: SCORE

- **S**trategy
- **C**lear Roles and Responsibility
- **O**pen Communication
- **R**apid Response
- **E**ffective Leadership
Qualities for a Successful Team:

**Strategy**
- Shared purpose
- Clearly articulated values and rules
- Understanding risks/opportunity
- Clear categories of overall team responsibilities

**Clear Roles and Responsibility**
- Clear definitions
- Responsibility shared by all members
- Specific objective to measure individual results
Qualities for a Successful Team

**Open Communication**
- Respect individual differences
- Open floor between all team members

**Rapid Response**
- Respond quickly to all team's problems

**Effective Leadership**
- Help members achieve the objective and build the team
- Free up the skills of all team members
Coming together is a beginning; Keeping together is progress; and Working together is success.

-Henry Ford
• One person will not do every job!
• *Specialization*
• Be very clear on your team who does what jobs
• Some overlap between roles
Roles

• Do you have people for every role?
  – Who will coordinate building product? **VP Engineering**
  – Who will coordinate attracting investors? **VP Finance**
  – Who will understand & sell to customers? **VP Marketing**
  – Who will keep current customers happy? **VP Operations**
  – Who will attract & recruit new employees? **VP People**
  – Who will maintain the passion & organize overall? **CEO**
Other Roles

• Lead Designer - makes things pretty
• Tester - does this thing work?
• Random Task - helps everyone accomplish tasks, gets things done
What else?

• Vision - CEO
• Business development - marketing
• Keeping customers happy - operations
• Turning ideas into products - project manager
Keep in mind...

• Everyone on your team is responsible for
• Building your product (code)
• Writing your business plan
• Some people will spend more time on code or business
• Be clear in your team who is doing what
• Make deadlines, STICK TO THEM
• Fix problems, not blame
Team Contract

• Our team members are:
  – 1.
  – 2.
  – 3.
  – ...

• We are all passionate about and committed to solving problems, such as ____________.

• We all mutually trust and respect each other.

• We have complementary skills and each agree to lead the following roles:
  – CEO: __________________________
  – VP Engineering: ________________
  – VP Finance: ____________________
  – VP Marketing: _________________
  – VP People: ____________________
  – (Everyone must have a role. No more than two roles per person.)

• We feel comfortable sharing our ideas and voicing our opinions.

• We think we will have fun working together!

• (Signatures)