

University of Cape Coast
College of Humanities and Legal Studies
School of Business
Centre for Entrepreneurship and Small Enterprise Development



Team Formation: Building the new venture team

Learning Outcomes

- Teams vs. Groups: What's the Difference?
- Building the new venture team
- Characteristics of teams
- Stages of Team Development
- Team cohesiveness
- Teams in the New Workplace
- Lessons from the Goose
- Individuals assessment using 123tests.com

What is a team

- A team consists of individuals who have complementary skills that work closely together toward a common objective or a specific task, and are accountable to one another.
 - **Together**
 - **Each**
 - **Accomplish**
 - **Much**

Difference b/n team and group

- **Team**
 - A small number of people with **complementary skills**, who **work together** and are committed to a **common purpose**, for which they hold themselves mutually accountable
- **Group**
 - A collection of individuals who have regular contact and frequent interaction and have similar interests or goals

New venture team

- A new venture team is a group of founders, key employees and advisors that move a new venture from the idea stage to a fully functioning firm.



Founders and teams

- Usually the teams do not come together at once, they are built as the new firm can afford to hire new personnel.
- The way a founder builds a new venture sends important signals to potential investors, partners and employees.
- Some founders like to feel control and are reluctant to involve themselves with partners or hire managers who are more experienced than they are.
- Other founders are aware of their limitations and work hard to find the most experienced people available to bring to the board.

Forming and Building a Team

- The need for team members is something the entrepreneur constantly thinks about especially at the idea stage before the startup
- The process of forming a team should begin with the evaluation of talents, experience and personal characteristics that are required for the new venture's operating environment.

Forming and Building a Team

- Values, goals, and commitment; teams should be well anchored in terms of values and goals and these should be in agreement.
- Definition of roles; look for who is comfortable with who and who has what responsibility for, so that duplication of capabilities and responsibilities is minimized
- Peer groups; the support and approval of family, friends and co-workers can be helpful especially when adversity strikes.

Characteristics of Teams

- **Size**
- Ideal size is thought to be 7
- Variations of from 5 to 12 typically are associated with good team performance
- Small teams (2-4 members) show more agreement, ask more questions
- Large teams (12 or more) tend to have more disagreements; subgroups are formed, conflicts occur among them often

Characteristics of Teams

- **Diversity**

- ◆ Produce more innovative solutions to problems
- ◆ Source of creativity
- ◆ Contribute to a healthy level of conflict that leads to decision making
- ◆ Work team performance –racial, national, ethnic
 - ◆ Short term = difficulty learning to work together
 - ◆ Leadership helps problems fade over time

Stages of team 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.



Team Cohesiveness

- ◆ Extent to which team members are attracted to the team and motivated to remain in it
- ◆ Determinants of team cohesiveness
 - ✓ Team interaction
 - ✓ Shared goals
 - ✓ Member similarity
 - ✓ Group Size
 - ✓ Degree of dependency
 - ✓ Stage of the group

Teams in the new work environment

- **Virtual teams-** consist of geographically or organizationally dispersed members linked via technology- for example through skype



With ICT Distance is not a barrier



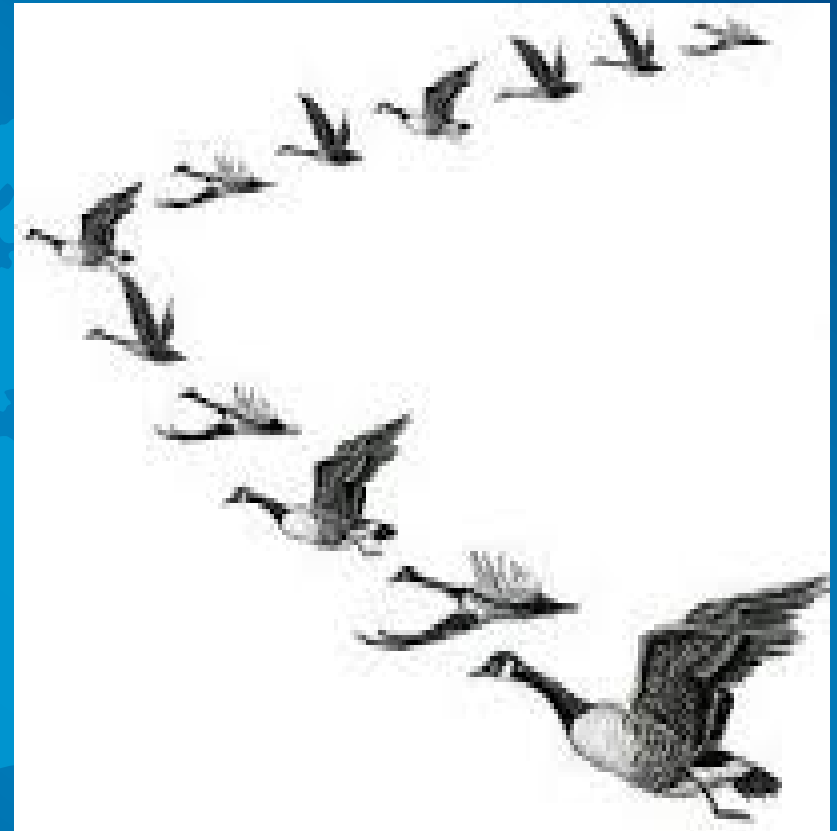
Lessons from Goose: why they fly in “V” shape

- As each bird flaps its wings, it creates an uplift for the geese following. By flying in a "V" formation, the whole flock adds much greater flying range than if each bird flew alone.



Goose Sense: why they fly in V shape

- LESSON: People who share a common direction and sense of belongingness can get where they are going quicker and easier because they are traveling on the thrust of one another.



Goose Sense: why they fly in V shape

- The geese in formation honk from behind to encourage those up front to keep up their speed.
- LESSON: We need to make sure our honking is encouraging, and not something else.
- (constructive criticisms)



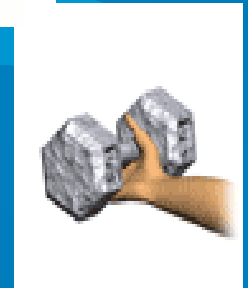
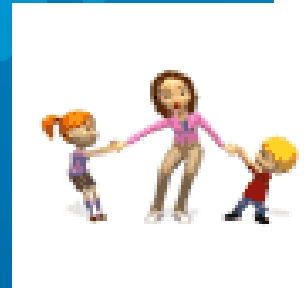
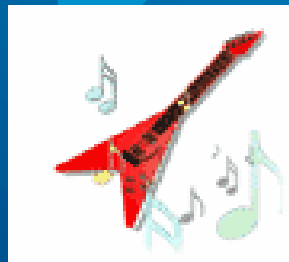
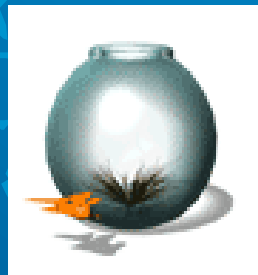
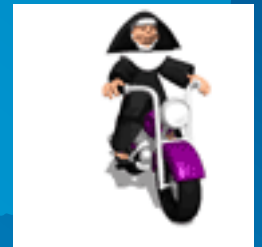
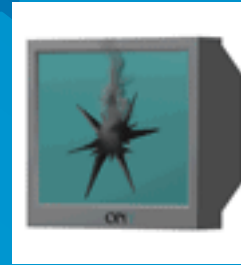
Goose Sense: why they fly in “V” shape

- When the lead goose gets tired, it rotates back into formation and another goose flies at the point position.
- LESSON: It pays to take turns doing the hard tasks and share leadership.



Activity 1: Teamwork

“Create A Story”



Activity 2: Team Roles Test

- Go to : <https://www.123test.com/>
- Click on team roles tests
- Each member in the group should go through the test
- The results of the test will show which role you can best play in a team
- Sample output:

Activity 3: Building a tower

- Get boxes of the same size.
- Allocate equal time to groups and ask them to build a tower from the boxes provided
- See which one is able to build the longest tower within the shortest time

Ending Note

- “IF YOU WANT TO GO FAST GO ALONE,
- IF YOU WANT TO GO FAR GO TOGETHER”