THE WINNING TEAM
20.12.2022
CONNECT THE DOTS

FACILITEREN
interactieve bijeenkomsten

HR PROJECTEN
toekomstgerichte en moedige HR
Top 20 Reasons Startups Fail
Based on an Analysis of 101 Startup Post-Mortems

- No Market Need: 42%
- Ran Out of Cash: 29%
- Not the Right Team: 23%
- Get Outcompeted: 19%
- Pricing/Cost Issues: 18%
- Poor Product: 17%
- Need/Lack Business Model: 17%
- Poor Marketing: 14%
- Ignore Customers: 14%
- Product Mis-Timed: 13%
- Lose Focus: 13%
- Disharmony on Team/Investors: 13%
- Pivot gone bad: 10%
- Lack Passion: 9%
- Bad Location: 9%
- No Financing/Investor Interest: 8%
- Legal Challenges: 8%
- Don't Use Network/Advisors: 8%
- Burn Out: 8%
- Failure to Pivot: 7%

www.cbinsights.com
<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ran out of cash/failed to raise new capital</td>
<td>38%</td>
</tr>
<tr>
<td>No market need</td>
<td>35%</td>
</tr>
<tr>
<td>Got outcompeted</td>
<td>20%</td>
</tr>
<tr>
<td>Flawed business model</td>
<td>19%</td>
</tr>
<tr>
<td>Regulatory/legal challenges</td>
<td>18%</td>
</tr>
<tr>
<td>Pricing/cost issues</td>
<td>15%</td>
</tr>
<tr>
<td>Not the right team</td>
<td>14%</td>
</tr>
<tr>
<td>Product mistimed</td>
<td>10%</td>
</tr>
<tr>
<td>Poor product</td>
<td>8%</td>
</tr>
<tr>
<td>Disharmony among team/investors</td>
<td>7%</td>
</tr>
<tr>
<td>Pivot gone bad</td>
<td>6%</td>
</tr>
<tr>
<td>Burned out/lacked passion</td>
<td>5%</td>
</tr>
</tbody>
</table>

Note: Based on an analysis of 111 startup post-mortems since 2018.
If you want to go fast, go alone. If you want to go far, go together.

Robin Jones Gunn
Agenda

• TEAMS
  • Who do you choose

• KNOW YOURSELF
  • Social Styles debrief

• TECHNIQUES
  • How do you choose & how do you keep them
  • Feedback - trust open communication

Above all …
TECHNICAL FIT & PERSONAL FIT

what we know and do: competences, expertise, experience

who we are: personality, cultural background, thinking style, values...
CORE COMPETENCES FOR ENTREPRENEURIAL TEAMS

After Vyakarnam and Jacobs (2001)
PERSONAL FIT:
WHAT ARE THE CHARACTERISTICS OF AN ENTREPRENEUR?
Personality of an Intra/Entrepreneur

Passion,
A deep belief

1964 => 1974 => 1978
Personality of an Intra/Entrepreneur

Passion
Courage
Personality of an Intra/Entrepreneur

Passion
Courage
Desire, drive, initiative
Personality of an Intra/Entrepreneur

Passion
Courage
Desire
Tenacity
Personality of an Intra/Entrepreneur

Passion
Courage
Desire
Tenacity
Shrewdness
Personality of an Intra/Entrepreneur

Passion
Courage
Desire
Tenacity
Shrewdness
Flexibility
Personality of an Intra/Entrepreneur

Passion
Courage
Desire
Tenacity
Shrewdness
Flexibility
Ability to live with insecurity
Personality of an Intra/Entrepreneur

Passion
Courage
Desire
Tenacity
Shrewdness
Flexibility
Ability to live with insecurity
Continuous learning
The importance of diversity
DIVERSITY INHERENTLY BRINGS FRICTION

TEAM DIVERSITY IS CRUCIAL
BUT CAN ONLY WORK
IF YOU LEARN TO MANAGE THE FRICTIONS!
The important distinction between

WRONG and DIFFERENT
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EXERCISE ON SOCIAL STYLES

○ Examine the following word sets and choose one from each set that describes you best. Don’t think too long, answer intuitively.

○ When you have answered all twenty, on the score sheet circle the letter you chose on each of the questions.

○ Then count per column the number of encircled letters; multiply them by 5.
Social interaction styles
(after David Merill and Roger Reid)

- **Tell**
  - Driver: Decisive, Tough, Friendly, Efficient, Result oriented, Pragmatic
  - Expressive: Creative, Enthusiastic, Humor, Energetic, Focus on vision, Promoter

- **Ask**
  - Analytical: Objective, Precise, Thorough, Detail oriented, Rational, Reserved
  - Amiable: Supportive, Empathic, Loyal, Group oriented, Focus on team, Sharing

- **Hide emotions**
- **Show emotions**
When you read your profile description, pick a strength and a pitfall you really recognize
## Driver

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>PITFALLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Takes decisions easily &amp; quickly</td>
<td>Impatient</td>
</tr>
<tr>
<td>Independent</td>
<td>Bossy, insensitive</td>
</tr>
<tr>
<td>Exudes confidence</td>
<td>(only) work oriented</td>
</tr>
<tr>
<td>Knows what he/she wants</td>
<td>Decides for others</td>
</tr>
<tr>
<td>Not easily discouraged</td>
<td>Too independent, proud</td>
</tr>
<tr>
<td>Goal oriented</td>
<td>Quick tempered</td>
</tr>
<tr>
<td>Sees the whole picture</td>
<td>Won’t give up when losing</td>
</tr>
<tr>
<td>Motivates people to action</td>
<td>Dislikes show of emotions</td>
</tr>
<tr>
<td></td>
<td>May be rude or tactless</td>
</tr>
</tbody>
</table>
Amiable

**STRENGTHS**
- Team spirit
- Good coaching capabilities
- Patient
- Easy to get along with
- Mediates problems
- Inoffensive
- Has many friends
- Good listener
- Has compassion, concern

**PITFALLS**
- Talks too much
- Doesn’t take decisions – no tough point of view
- Avoids conflicts, too compromising
- Avoids responsibility
- Sometimes resists change
- Lacks self-motivation
- Prefers to be a spectator
Expressive

**STRENGTHS**
- Drive: sets people in motion
- Teambuilder: ‘gets people together’
- Has energy & enthousiasm
- Thinks up new activities
- Creative and colourful
- Makes friends easily
- Talkative, storyteller
- Good sense of humor

**PITFALLS**
- No attention for detail
- Facts are not so important in the decision process – decides by feelings
- Forgets obligations
- Undisciplined
- Easily distracted
- Likes to be center stage
- Looks for credit
- Prefers talk, wastes time
Analyser

STRENGTHS
- Sees the details
- Detects problems (proactively)
- Thinks before acting
- Orderly and organized
- Persistent and thorough
- Finishes what he/she starts
- Makes friends cautiously
- Avoids seeking attention
- Wants things done right

PITFALLS
- Not people oriented
- Too much control and planning
- Less creative
- Rigid
- Depressed at imperfection
- Critical of others
- Too introspective
- Deep need of approval
- Prefers analysis to action
Exchange with your neighbour (preferably another profile)
(if you feel comfortable doing so):
How does your strength help you?
How do you deal with your pitfall?
HOW TO DETERMINE THE STYLE OF OTHERS?

- Listen to
  - What they talk about
  - How they talk
  - Tone of voice
  - Pace of speech

- Watch the body language

- Observe their listening pattern
What do you hear?

<table>
<thead>
<tr>
<th>Driver</th>
<th>Analytical</th>
<th>Expressive</th>
<th>Amiable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tell</td>
<td>Show emotions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>‘Just do it!’</td>
<td>‘Do it right or not at all!’</td>
<td>‘Let’s all do it’</td>
<td>‘We’re great!’</td>
</tr>
<tr>
<td>Wants to know what and when</td>
<td>Wants to know how</td>
<td>Wants to know who else</td>
<td>Wants to know why and who</td>
</tr>
<tr>
<td>Likes to take charge</td>
<td>Likes to plan</td>
<td>Likes energy and optimism</td>
<td>Likes co-operation and loyalty</td>
</tr>
</tbody>
</table>
HOW TO DETERMINE THE STYLE OF OTHERS?

**Driver**

- ‘What : I will
- Way : states, commands
- Tone : emphasizes
- Body lang.: leans forward, intense eye contact, deliberate movements

- ‘What : I think
- Way : enquires, clarifies
- Tone : quieter
- Body lang.: leans back, limited eye contact, limited gestures

**Expressive**

- What : I want
- Way : states, commands
- Tone : gets easily excited
- Body lang.: leans forward, good eye contact, lots of gestures

- What : I feel
- Way : enquires, asks
- Tone : quieter
- Body lang.: leans back, good eye contact, regular gestures

**Analytical**

**Amiable**
analytical  \hspace{2cm} \text{driver}

\hspace{2cm} \text{aimable}  \hspace{2cm} \text{expressive}
Household-rule
WHEN IS IT IMPORTANT TO FLEX?

- In your (working) relationships with others
- When you want to influence others, e.g.
  - during a sales process
  - when you make a presentation
- When there is stress/conflict during an interaction.
MORE TOOLS:
MBTI (Meyers-Briggs Type Indicator)

- Based on personality theory of Swiss psychologist Carl Jung (1875-1961)
- Developed in US by mother-daughter team Katherine Briggs en Isabel Myers

- Investigates following preferences:
  - Extraversion - Introversion
  - Sensing - Intuition
  - Thinking - Feeling
  - Judging - Perceiving

“Understanding personality type” Isabel Briggs Meyers
MORE TOOLS:

The six thinking hats - Edward De Bono

![Six Thinking Hats Diagram](https://via.placeholder.com/150)
WHO DO YOU CHOOSE? One more dilemma
WHO DO YOU CHOOSE?

+ - Speed of formation
  - High level of comfort
  - Shared experiences
  - Same communication style
  - Trust

- - Working context is not leisure context
  - Difficult in case of bad performance
  - Damage if business fails

+ - More targeted selection of technical capabilities
  - No prior history
  - No obligations

- - It takes time to get to know each other and build trust
WHO DO YOU CHOOSE?

IDEALLY:

PAST CO-WORKERS
Agenda

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Above all …
RECRUITMENT & SELECTION

WHERE do you find your team members? = Recruitment

- Your network!!
  Preferably people with whom you have a prior working experience. Advantages:
  - Got to appreciate the other person’s personality and strengths and weaknesses
  - Already established trust, feels more comfortable

- The network of your friends & family, VC, business angel; ...
- The professional network sites (LinkedIn, Xing, ...)
- Advertising channels (online job boards, newspapers, trade press)

- Interim offices, Recruitment & Selection offices, Headhunters, ...
DO YOUR HOMEWORK FIRST !!

0 Sit down (with your team) and list :
   0 Which personalities & competences you already have
   0 What you still need : list the **criteria** for the position you are looking for
     + indicate must haves / nice to haves

0 Be flexible : think in **job components** rather than in classical functions

**LESSON** : It is a lot of work but it saves you so much time !
RECRUITMENT & SELECTION

Select the best candidate from your applicant list based on the criteria you have set

= Selection

- Different methods to select
- Decision process – both sides
3 KEY QUESTIONS FOR SELECTION

- Will they do the job?
- Can they do the job?
- Will they fit in?

Interest & motivation
Personal fit
Spend a lot of formal & informal time together

Motivation
Personality
WHAT IS A GOOD INTERVIEW?

1. ASKING QUESTIONS
   - Ask open instead of closed questions
   - Don’t use suggestive questions
   - Ask experience questions: describe a situation in which...
BEHAVIOUR BASED QUESTIONS

Starting questions:

0 Describe a situation in which….
0 Give an example of...

Deepening questions:

0 **What** was the situation
0 What did you do, what was your **role**, what did you find difficult, whom did you consult, ...
0 **How**? How have you dealt with the problem? How have you overcome the resistance? How have you convinced your boss?
0 **Why**? Why have you chosen this method? Why have you approached it this way? Why have you chosen that support? Why have you not....?
0 What would you do **differently** and why?
WHAT IS A GOOD INTERVIEW?

2. LISTENING

- Listen well and attentively
- Do not think of the next question - often the answers itself brings it up
- Do not interrupt (unless explanation is too long), but note down question
- Don’t be afraid of silence
- Observe the non-verbal signals
TIP: USE A MIND MAP FOR YOUR NOTES

- Personality
- vision, values
- Techn./ Business domain expertise
- Leadership & self awareness
- Building and Managing relationships
Negotiations: How important is salary?

Source: Chapman 2008
Decision process: Compensation & benefits

Compensation is more than only salary!

**Hard elements - short term:**
1. Salary
2. Meal vouchers (How much? How much own contribution? Own cafeteria?)
3. Fixed expenses (internet, parking, literature, ..)
4. Group insurance (how much contribution? Own contribution?)
5. Mobile device
6. Company car & fuel card
7. Bonus
8. Other fringes (eco-cheques, santa-claus...)

**Hard elements - long term:**
1. Stock options - shares...
Compensation & benefits

Soft elements:

1. Holiday
2. Flexibility
3. Transport, location
4. Growth potential - courses - learning opportunities - experience
5. In startups: help build a company
6. Culture, atmosphere
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Above all …
DARE ADMIT MISTAKES

“Mistakes are always forgivable, if one has the courage to admit them.”

-Bruce Lee
ADMIT NOT ALWAYS KNOWING THE ANSWER
GIVE HONEST & RESPECTFUL FEEDBACK
Johari Window Model

- **Known to self**
  - **Known to others**: Open area
  - **Not known to others**: Hidden area
- **Not known to self**
  - **Known to others**: Blind spot
  - **Not known to others**: Unknown
360° feedback

- Direct Reports
- Manager
- Peers
- Feedback Receiver
- Customers
Describe the facts as concrete/tangible and neutral way (non judgemental) Objective

Which has the following effect on me (feeling)

Suggestions for change

Can we agree …
DESC example - painters working in different teams. There is an office coordination their work

The facts
The list with materials is 4 on 5 days unclear, or we lack materials; or we get materials we don’t need.

On me
We feel powerless en left abondend

Suggestions for change
Compiling the list with materials isn’t the sole responsibility of the manager in the office, involve the shiftleaders.

Can we agree
List with materials will be signed of by the shiftleader before materials are prepared.
Feedback desc to Lara
ENTREPRENEURSHIP =

HARD WORK

SO MUCH FUN!
Literature List

• When Sparks Fly, Dorothy Leonard, Walter Swap
• Innovation Leaders, Jean-Philippe Deschamps
• The Art of Innovation, Tom Kelley
• Ten Faces of Innovation, Tom Kelley
• The Smart Entrepreneur, Bart Clarysse, Sabrina Kiefer
• Creative Leadership, Puccio, Murdock, Mance
• Rebel Talent, why it pays to break the rules at work and in life. Francesca Gino
• The Innovator’s DNA, Dyer, Gregersen, Christensen
• The Human Side of Managing Technological Innovation, Ralph Katz
• Maverick: The Success Story behind the Word’s most Unusual Workplace, by Ricardo Semler
• The secret, what great leaders know and do. Ken Blanchard & Mark Miller
• Feedback, mastering the art of giving and receiving feedback. Marieta Koopmans
• The five dysfunctions of a team. Patrick Lencioni
• Hebbes, 500 competentiegerichte selectievragen. Marjo Louwers
QUESTIONS?
LET ME KNOW!

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IKIGAI

WHAT YOU LOVE

WHAT THE WORLD NEEDS

PASSION

MISSION

WHAT YOU ARE GOOD AT

PROFESSION

WHAT YOU CAN BE PAID FOR

VOCATION

Satisfaction, but feeling of uselessness

Delight & fullness but no wealth

Comfortable, but feeling of emptiness

Excitement and complacency, but sense of uncertainty