



GELECEĞİN YENİLİKÇİ  
KADIN GİRİŞİMCİLERİ  
INNOVATIVE WOMEN  
ENTREPRENEURS  
OF THE FUTURE

**INNO  
WOM  
ENT**



Erasmus+

# Building and Leading Teams

**Kader MUTLU**

***Bursa Technical University***



# What is team?



- “ a number of persons associated together in work or activity – Merriam Webster Online Dictionary
- “ used in a number of phrases that refer to people working together as a group in order to achieve something – Cambridge Online Dictionary
- “ Any group of people gathered to work together to achieve goals of a company/firm



# TEAM

**T** Together  
**E** Everyone  
**A** Achieves  
**M** More

# Teamwork

“ work done by several associates with each doing a part but all subordinating personal prominence to the efficiency of the whole- Merriam Webster Online Dictionary

[https://www.youtube.com/watch?v=z2CX\\_ywqMDg](https://www.youtube.com/watch?v=z2CX_ywqMDg)

# «We» instead of «I», but why?

- “ Problem solving
- “ Sharing
- “ Efficacy
- “ Multiplicity
- “ Creativity
- “ Strength



WE ARE ONLY  
AS STRONG  
AS WE ARE

UNITED,  
AS WEAK  
AS WE ARE  
DIVIDED.

— ALBUS DUMBLEDORE

HARRY POTTER AND THE GOBLET OF FIRE BY J.K. ROWLING



# Leadership



# Leadership

” What are the qualities of a good leader?

- Inspiring
- Looking toward the horizon
- Communicative
- Consistent
- Trustable
- Open-minded
- Innovative
- Ethical

*Robert J. Thomas -Crucibles of Leadership: How to Learn from Experience to Become a Great Leader*



# Manager or Leader?

“ **To manage (v):** to direct or carry on business or affairs – *Merriam Webster Online Dictionary*

“ **To lead (v):** to guide someone or something along a way; or to go at the head of – *Merriam Webster Online Dictionary*

- |                                |                                 |
|--------------------------------|---------------------------------|
| ➤ Leader – <b>Innovative</b>   | Manager – <b>Administrative</b> |
| ➤ Leader – <b>Originating</b>  | Manager – <b>Initiating</b>     |
| ➤ Leader – <b>Enthusiastic</b> | Manager – <b>Controlling</b>    |
| ➤ Leader – <b>Challenging</b>  | Manager – <b>Maintaining</b>    |



Management is about coping with complexity...  
Leadership is about coping with the change. *John Kotter, Harvard Business Review, 1990.*

Management is doing things right; leadership is doing the right things. *Peter F. Drucker*

# Building and Leading Teams in Entrepreneurship

**Success of an enterprise is based on\*;**

- “ Teamwork
- “ Leadership
- “ Innovation
- “ Taking risks
- “ Opportunity recognition
- “ Creation
- “ Strategic Planning

*Lipinski, John ( 2007) - The Influence Of An Entrepreneur's Background On Their Method Of Building A Team (PhD Dissertation)*

# Building and Leading Teams in Entrepreneurship

- “ 65% of start-up companies fail in the first five years
- “ Raising capital not the only reason for failure.
- “ Key determinant decisions taken
- “ Entrepreneurial ventures founded by a team
- “ Functionally – balanced teams = success

«The key to an entrepreneur’s success may ultimately lie in his or her ability to build a solid top management team.» *John Lipinski, University of Pittsburgh*

*Lipinski, John ( 2007) - The Influence Of An Entrepreneur’s Background On Their Method Of Building A Team (PhD Dissertation)*

If you do not want to end up like this:



# How to Build and Lead an Entrepreneurial Team

- “ Traits of an entrepreneurial team
- “ Typical roles of team members
- “ Four stages of building a team



# Traits of an entrepreneurial team

- “ Creativity
- “ Adaptability
- “ Tolerance of Risk and Work under pressure
- “ Commitment
- “ Clear Leadership
- “ Intense Communication & Understanding
- “ Trust



# Typical team members

According to Dr. Meredith Belbin (*British Researcher and Management Theorist*) typical roles of team members in a team are:

## ***“ Chairperson:***

- Mature and confident.
- Has a calming influence on the team.
- Set objectives and priorities of the team.

***“ Plant:***

- Full of ideas
- Creative with a high IQ
- Dominant

***“ Shaper:***

- Triggers the action in the team
- Argumentative and dynamic
- Looks for solutions around the problems

### **“ *Monitor- evaluator* ”**

- Monitors the team and decisions
- Well- developed analysis skills
- Intverted and strategic

### **“ *Resource investigator* ”**

- Wealth of contacts
- Source of network
- Amiable, busy and extroverted

### ***” Teamworker***

- Mild-mannered person
- Keeps the harmony during crisis
- Counsellor of the team

### ***” Company worker***

- From ideas to tasks
- Organizer
- Practical

## ***” Completer/ Finisher***

- Make sure things are done
- Prepared to take responsibility
- Observer of the every detail

## ***” Specialist***

- Technical expert
- Narrowly focused
- Self-starter

# When you are building your team, ask about your team members:

- “ Are they competent and do they fill a gap in the team?
- “ Do they have relevant industry experience in a growth (or other relevant) environment?
- “ Will they have credibility with employees and in the marketplace?
- “ Will they fit within the team and, later, the developing culture of the organisation?
- “ Are they trustworthy and sufficiently motivated?
- “ Do they bring funding or a valuable network of contacts and customers?

*Entrepreneurship (2003) - David A. Kirby, University of Surrey, UK*



# Four stages of building a team – Tuckman Model

There are four stages of building a team

- “ Form
- “ Storm
- “ Norm
- “ Perform



# Forming

- “ Gather team members
- “ Identify your goals
- “ Define roles and responsibilities
- “ Establish rules and norms
- “ Choose methods and tools

Leader;

- promotes interchanges
- defines objectives clearly

*Entrepreneurship (2003)* - David A. Kirby, University of Surrey, UK

*MBA In a Day (2004)* - Steve Stralser



# Storming

- “ Differences occur
- “ Conflicts appear
- “ Fragmentation starts
- “ Confrontation begins

Leader;

- encourages participation
- urges members to share their ideas, listen others
- Builds trust within the team



*Entrepreneurship (2003)* - David A. Kirby, University of Surrey, UK

*MBA In a Day (2004)* - Steve Stralser

# Norming



- “ Cohesion develops
- “ Order in the team is established
- “ Responsibilities and risks to be taken are allocated
- “ Ideas are exchanged

Leader ;

- clarifies responsibilities, norms and rules
- steps back and let members take responsibilities

*Entrepreneurship (2003) - David A. Kirby, University of Surrey, UK*

*MBA In a Day (2004) - Steve Stralser*

# Performing

“ Team’s energy is used for task accomplishment

“ There is integration and interaction within the team

“ Achievements are seen

“ Problems are solved

Leader;

➤ analyzes and evaluates the improvement and progress

➤ gives feedback

➤ delegates tasks as much as possible



# Entrepreneurial leaders should;

- “ see and manage innovation
- “ take risks
- “ learn from failure
- “ delegate tasks
- “ turn chaos and conflict into opportunities
- “ focus on the people
- “ be solution-oriented

# Four mistakes of entrepreneurial leaders

- “ Tricky rapid results and resistance to change
- “ Keeping status quo
- “ Being supportive without getting involved
- “ Take-it-or-leave-it

*Lipinski, John ( 2007) - The Influence Of An Entrepreneur's Background On Their Method Of Building A Team (PhD Dissertation)*

# Women as Team Leaders





- “ Women have been underrepresented.
- “ In an entrepreneurial team there should be a gender-balanced approach.
- “ All studies carried out on this issue have been generally gender-blind.

*Lipinski, John ( 2007) - The Influence Of An Entrepreneur's Background On Their Method Of Building A Team (PhD Dissertation)*

- “ Men are more authoritative  
Women are more participative, democratic
- “ Men are task oriented  
Women are people oriented
- “ Men prefer hierarchical, high control, low emotion and  
rational problem solving  
Women prefer cooperation, team-based,  
intuitive problem solving, lower levels of control

**THANK YOU FOR YOUR  
ATTENTION!**

**ANY QUESTIONS?**

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