



Starter Seminar

TEAM & HR ASPECTS


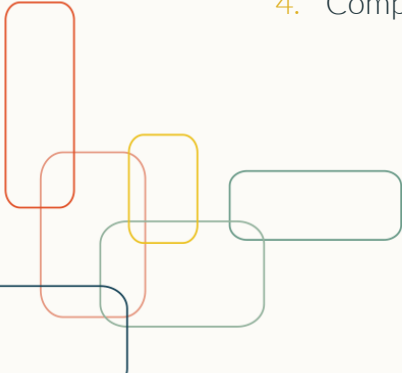
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10 December 2019

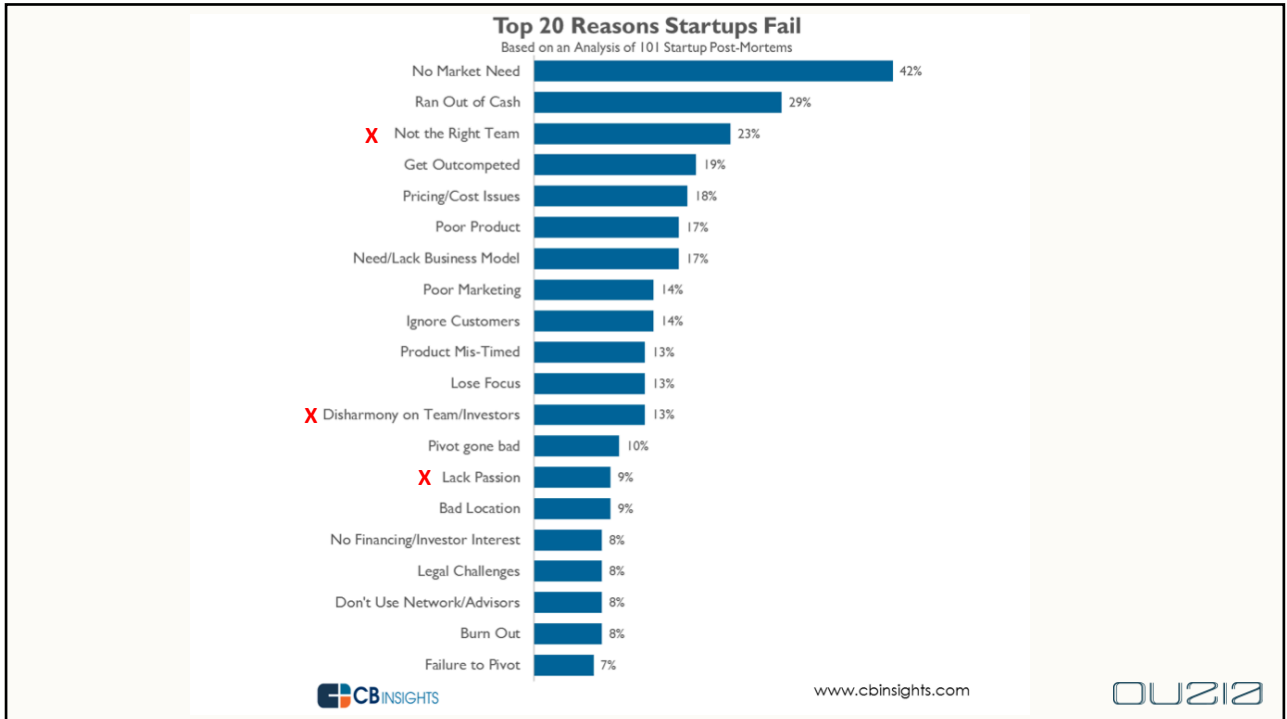
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CHAPTERS

1. The entrepreneurial team
2. The characteristics of an entre/intrapreneur
3. Social Styles
4. Composing your team – selection



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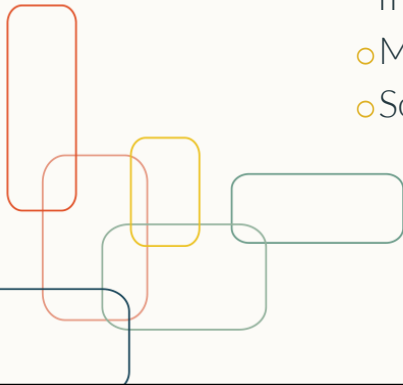


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- Almost impossible to raise formal equity without a team
- Alone, you won't have enough time!
- Mix/depth of functional skills
- Diversity of perspectives – superior decision making
- Management of complexity
- Social and psychological support



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WHO DO YOU CHOOSE ?



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WHO DO YOU CHOOSE ?



- | | |
|--|---|
| <p>+</p> <ul style="list-style-type: none"> - Speed of formation - High level of comfort - Shared experiences - Same communication style - Trust | <p>+</p> <ul style="list-style-type: none"> - More targeted selection of technical capabilities - No prior history - No obligations |
| <p>-</p> <ul style="list-style-type: none"> - Working context is not leisure context - Difficult in case of bad performance - Damage if business fails | <p>-</p> <ul style="list-style-type: none"> - It takes time to get to know each other and build trust |

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WHO DO YOU CHOOSE ?



IDEALLY :

PAST CO-WORKERS

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TECHNICAL FIT & PERSONAL FIT

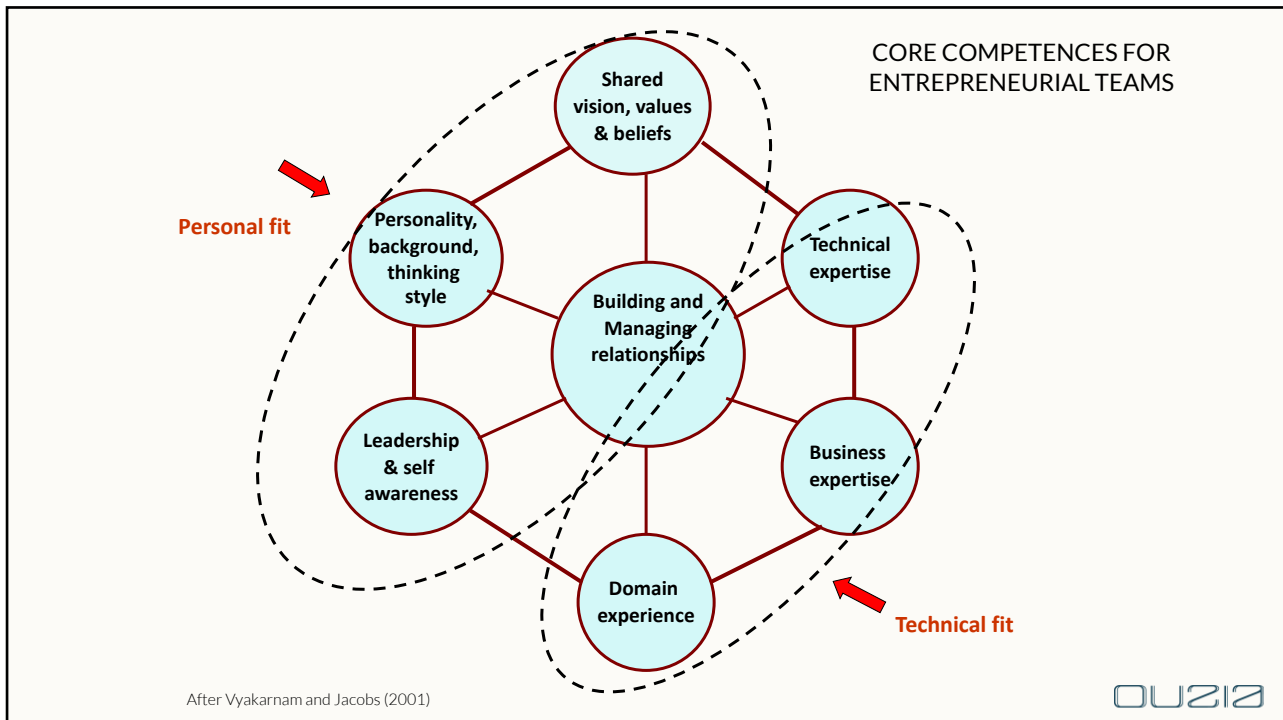


what we know and do :
competences, expertise,
experience

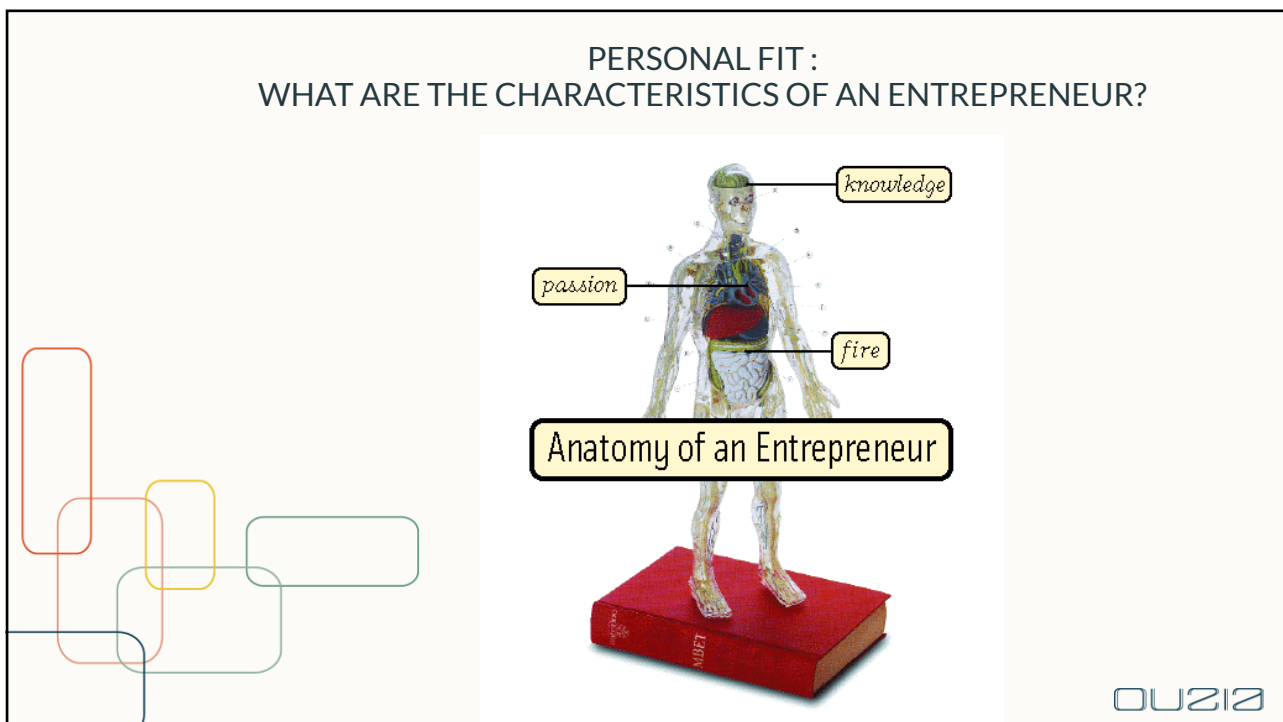
who we are:
personality, cultural background,
thinking style, values...

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Personality of an Intra/Entrepreneur

Passion
 Courage
 Desire
 Tenacity
 Shrewdness
 Flexibility
 Ability to live with insecurity
 Continuous learning



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THE IMPORTANCE OF DIVERSITY



& COMPLEMENTARITY



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DIVERSITY INHERENTLY BRINGS FRICTION



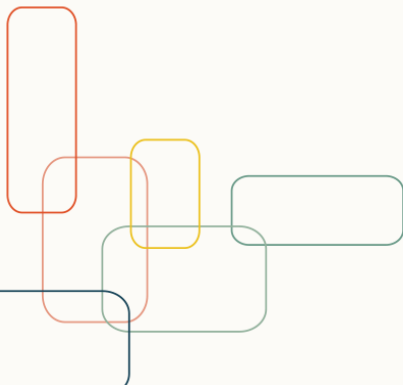
TEAM DIVERSITY IS CRUCIAL
BUT CAN ONLY WORK
IF YOU LEARN TO MANAGE THE FRICTIONS !

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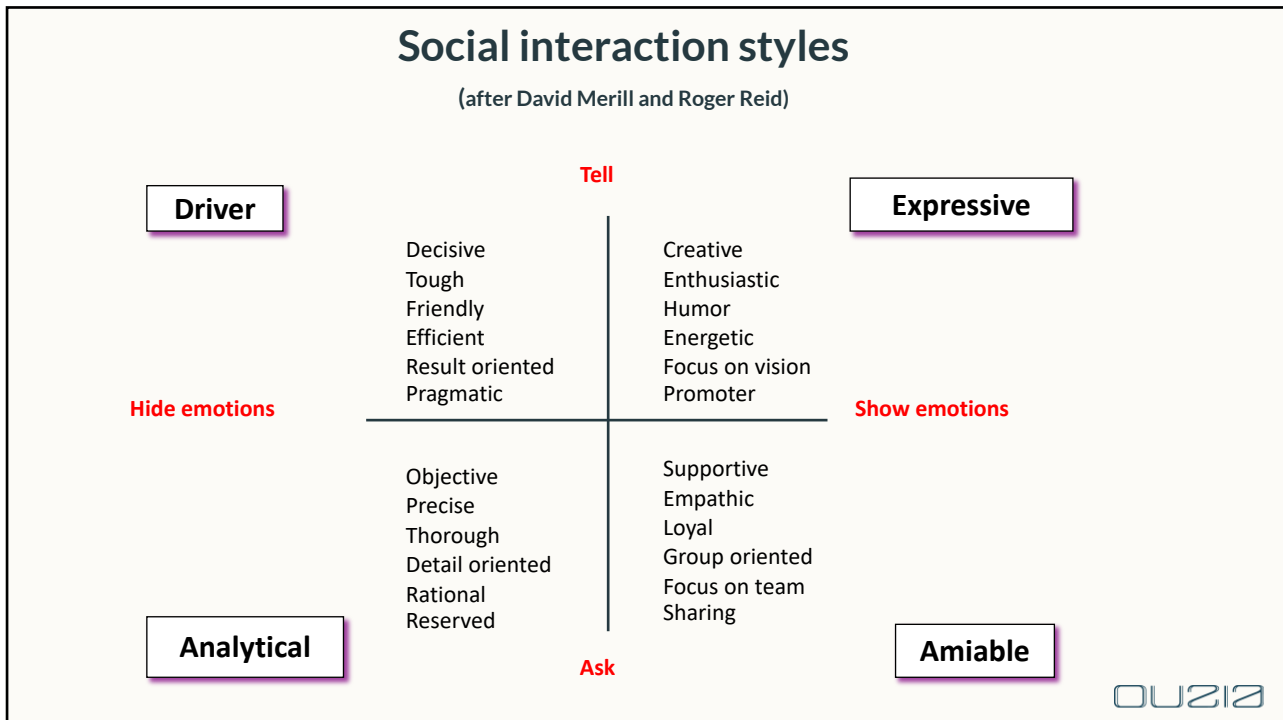
The important distinction between

WRONG and **DIFFERENT**

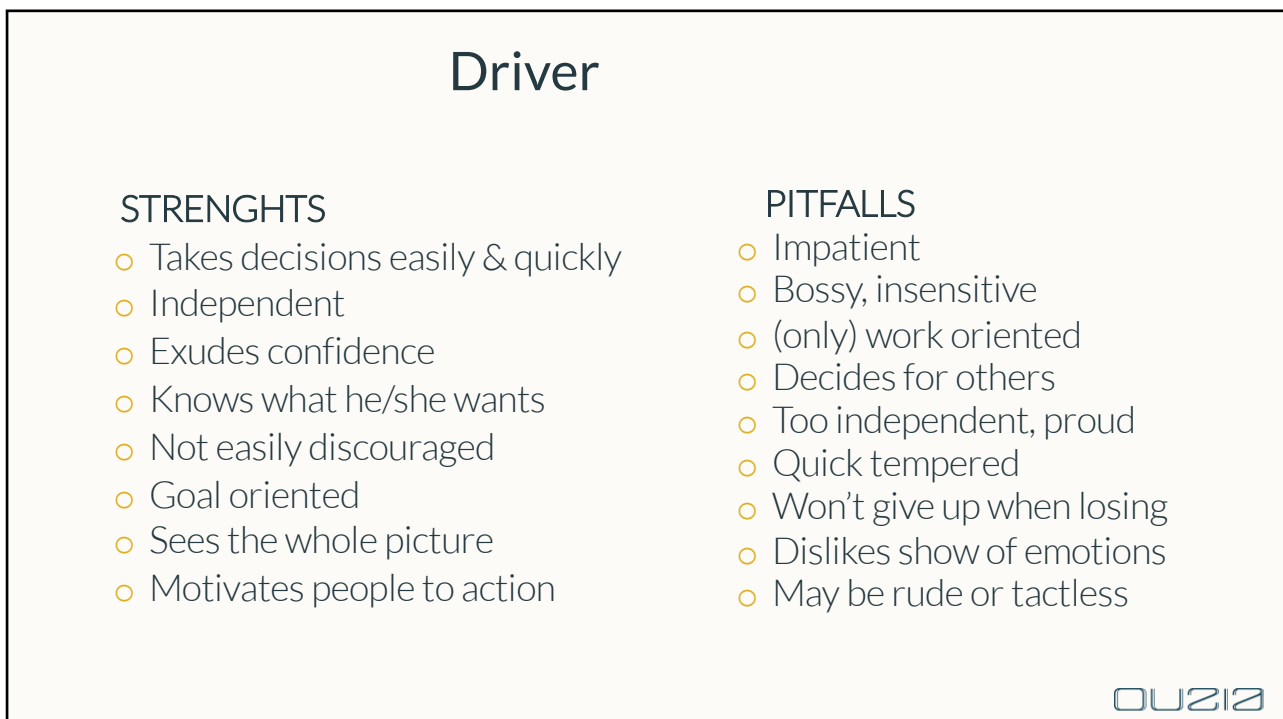


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Amiable

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

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Expressive

STRENGTHS

- Drive : sets people in motion
- Teambuilder : 'gets people together'
- Has energy & enthusiasm
- 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

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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

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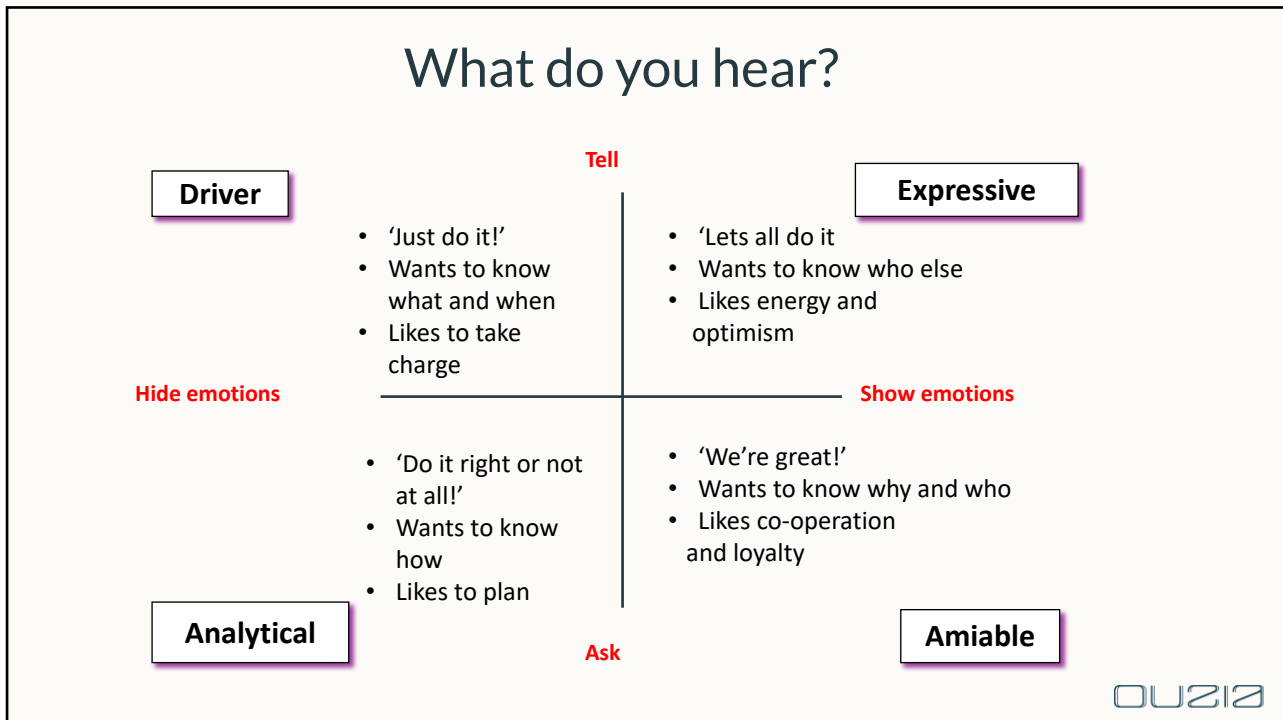
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HOW TO DETERMINE THE STYLE OF OTHERS ?

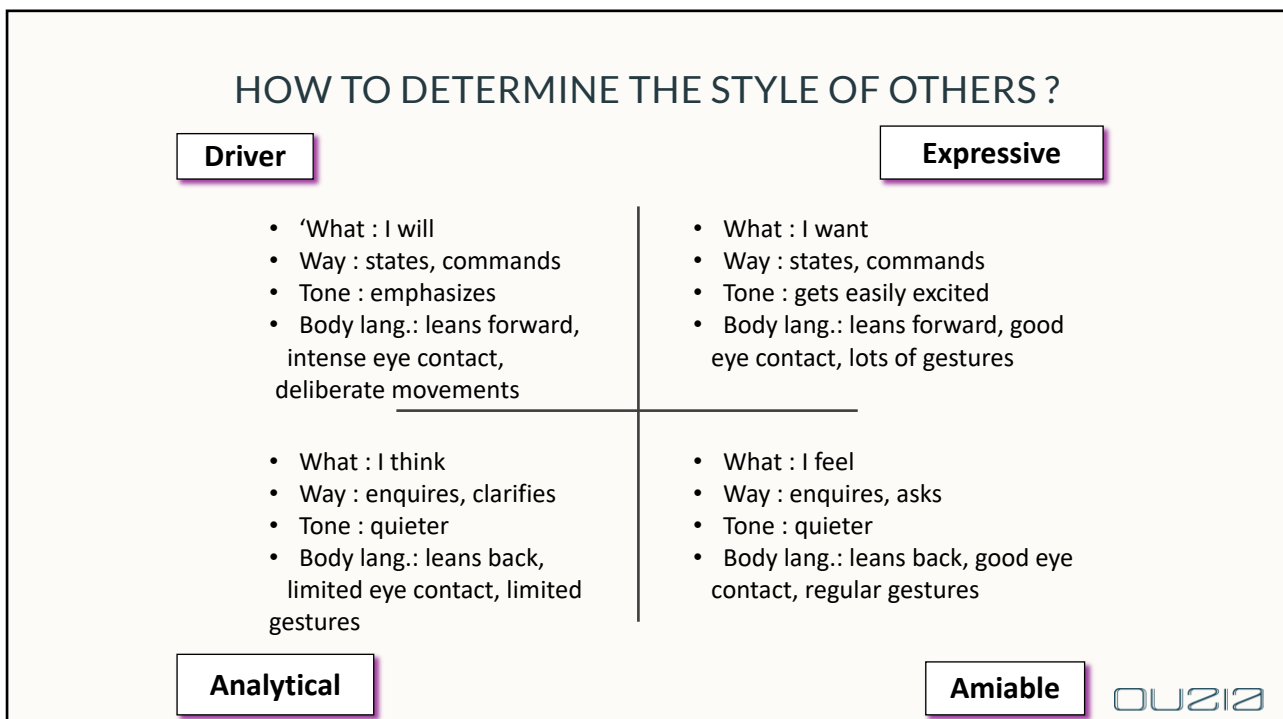
- Listen to
 - What they talk about
 - How they talk
 - Tone of voice
 - Pace of speech
- Watch the body language
- Observe their listening pattern

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IS IT IMPORTANT TO **FLEX**? IF SO, WHEN?

- 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.

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REMEMBER !

- Style is an explanation, not an excuse
- There is no such thing as
 - Good or bad style, or right or wrong style
 But there is : different style
- Beware of
 - Generalization (simplistic stereotyping)
 - Judgments

Use this tool to understand other people's perspectives
and behaviour

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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

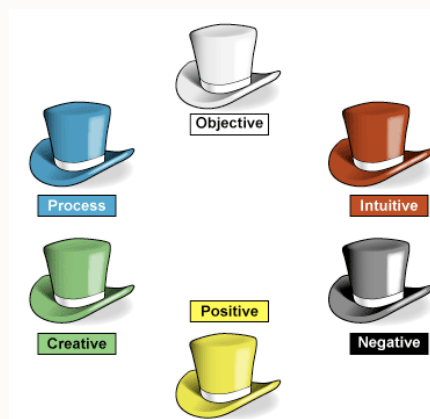
“Understanding personality type” Isabel Briggs Meyers



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MORE TOOLS : The six thinking hats - Edward De Bono



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COMPOSING YOUR TEAM

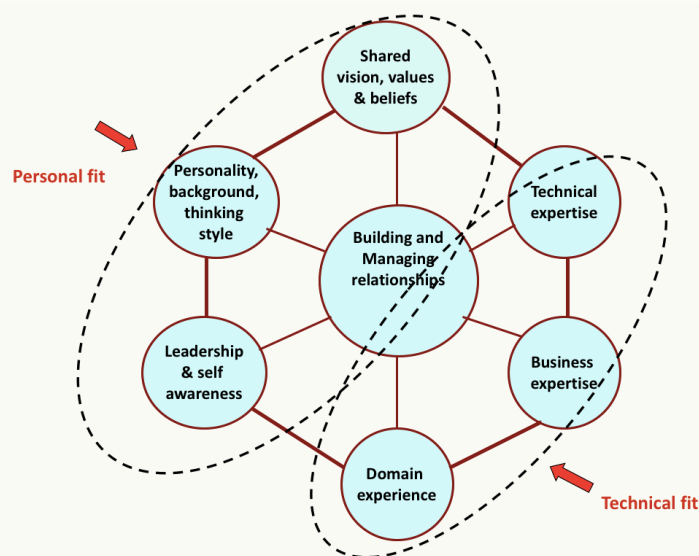
WHERE do you find your team members? = Recruitment

- 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, ...

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COMPOSING YOUR TEAM



After Vyakarnam and Jacobs (2001)

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DO YOUR HOMEWORK FIRST !!

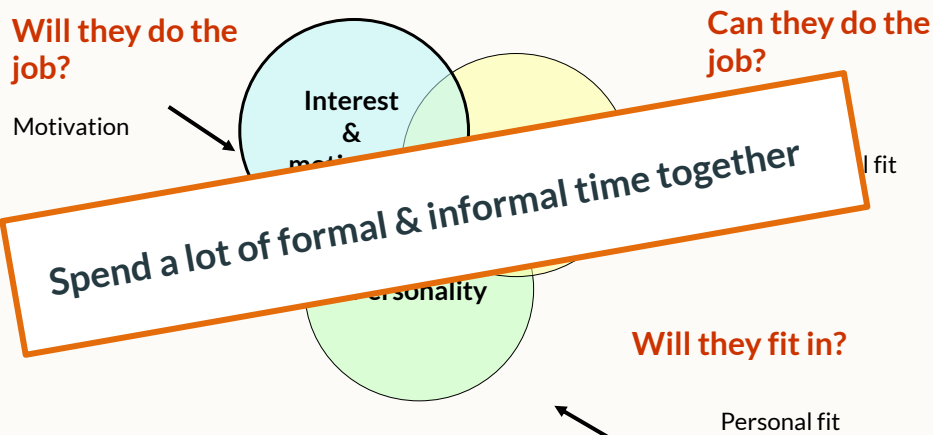
- Sit down (with your team) and list :
 - Which personalities & competences you already have
 - What you still need : list the **criteria** for the position you are looking for
 - + indicate must haves / nice to haves
- Be flexible : think in **job components** rather than in classical functions

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

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3 KEY QUESTIONS FOR SELECTION



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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...



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BEHAVIOUR BASED QUESTIONS

Starting questions :

- Describe a situation in which....
- Give an example of...

Deepening questions :

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

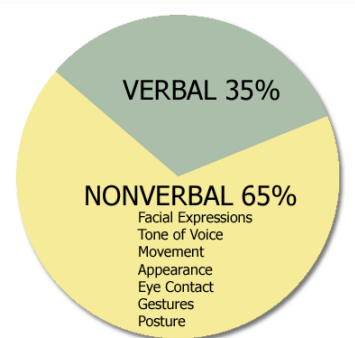
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WHAT IS A GOOD INTERVIEW?

2. LISTENING

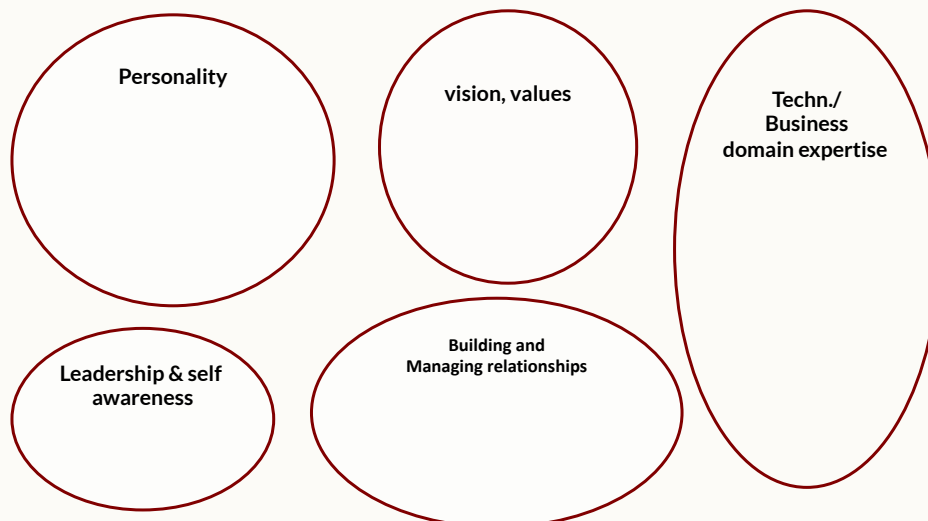
- Listen well and attentively
- Do not think of the next question - often the answers itself brings it up
- Do not interrupt (unless explanation is too long), but note down question
- Don't be afraid of silence
- Observe the non-verbal signals



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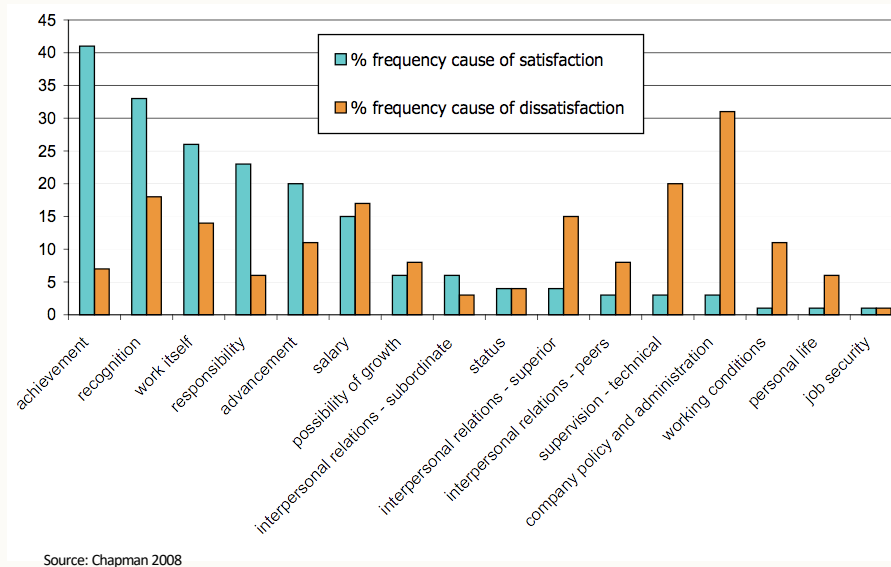
TIP : USE A MIND MAP FOR YOUR NOTES



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Negotiations : How important is salary?



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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 ...

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Compensation & benefits

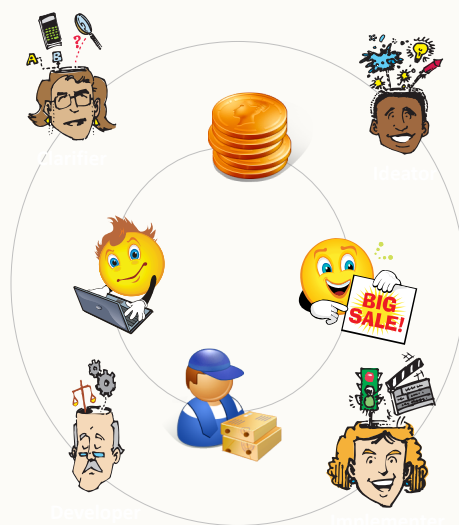
Soft elements :

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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TEAM WORKING



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BUILD TRUST



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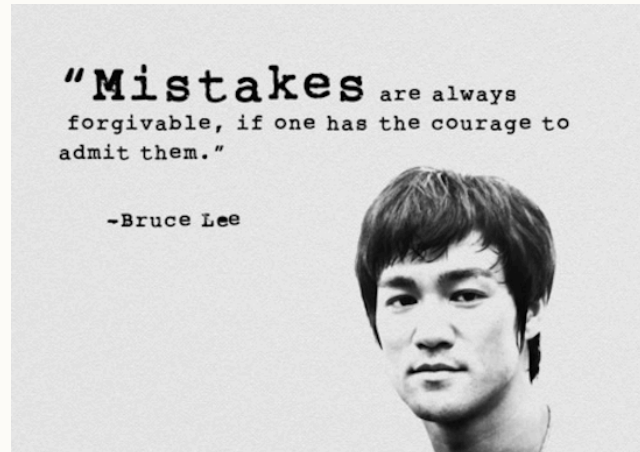
GET TO KNOW EACH OTHER REALLY WELL !



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DARE ADMIT MISTAKES



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ADMIT NOT ALWAYS KNOWING THE ANSWER



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GIVE HONEST & RESPECTFUL FEEDBACK



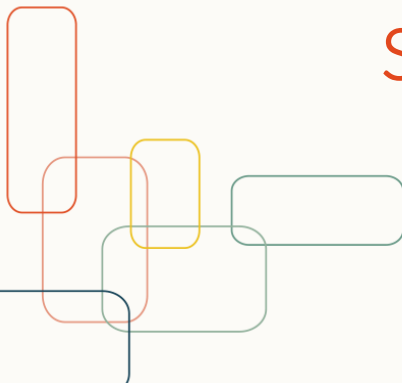
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ENTREPRENEURSHIP =

HARD WORK

SO MUCH FUN !



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QUESTIONS?

LET ME KNOW!

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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
- Outliers, Malcolm Gladwell
- The Innovator's DNA, Dyer, Gregersen, Christensen
- The Human Side of Managing Technological Innovation, Ralph Katz
- Maverick: The Success Story behind the World's most Unusual Workplace, by Ricardo Semler

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