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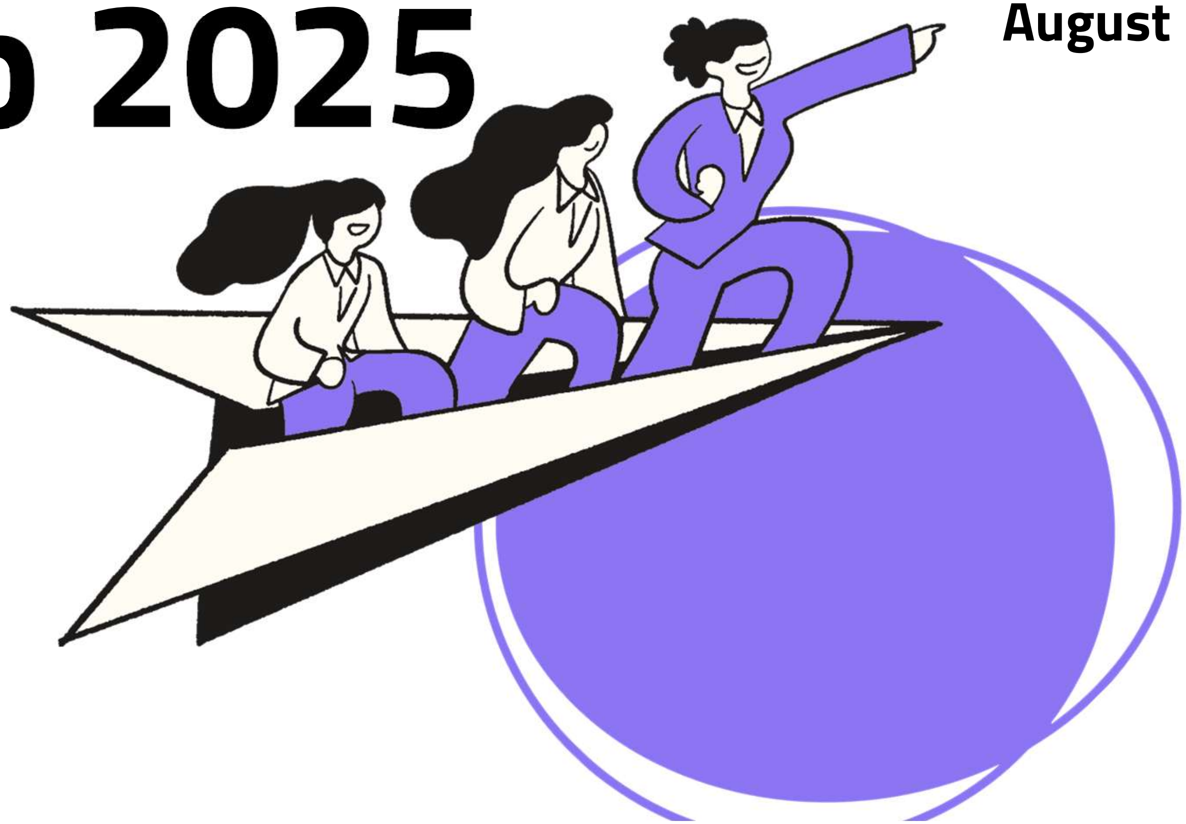
TeamUp 2025

Team Building

August 14, 2025



T ogether
E veryone
A chieves
M ore

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In the end, all business operations can be reduced to three words:
people, product, and profits.
Unless you've got a good team, you can't do much with the other two.

Lee Lacocca

CEO Chrysler Corporation (1978-1992)

CEO Ford Motor Company (1970-1978)

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Start-ups?...It‘s not that complicated...

Many things need to go terribly well for a start-up to thrive, and during the initial phase, a well aligned team is key

Ingredients for a start-up

- **A good, well aligned team**
- **An idea for a business based on a market need**
- Enough resources (€) to demonstrate feasibility
- “Nerves of steel”
- Good timing and positive market trends
- Superior features than alternatives
- …
- …

And of course, some luck

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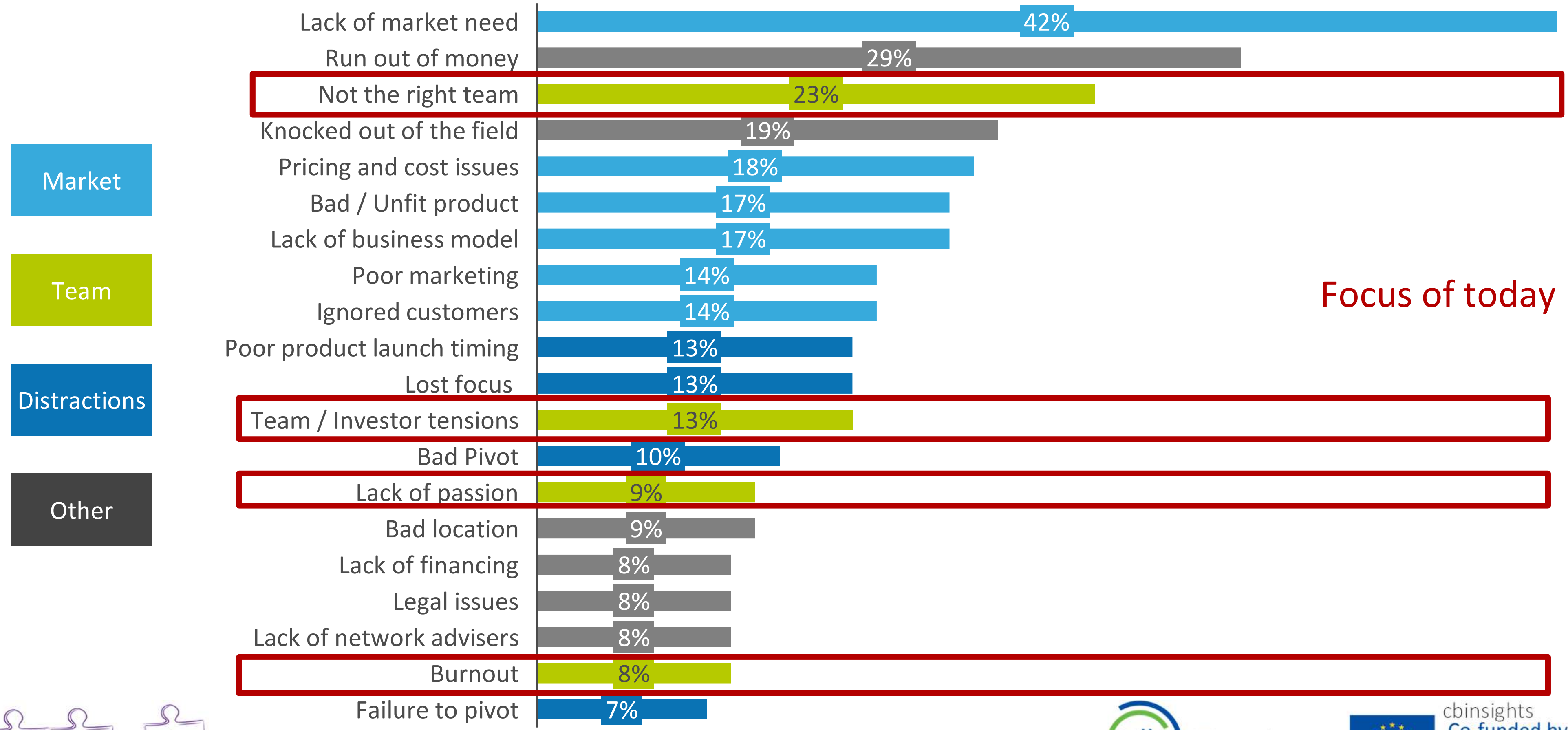
Core reasons for start-up failure: market, team, distractions and bad luck. Consider these as the main challenge areas for all start-ups

Top20 reasons why start-ups fail



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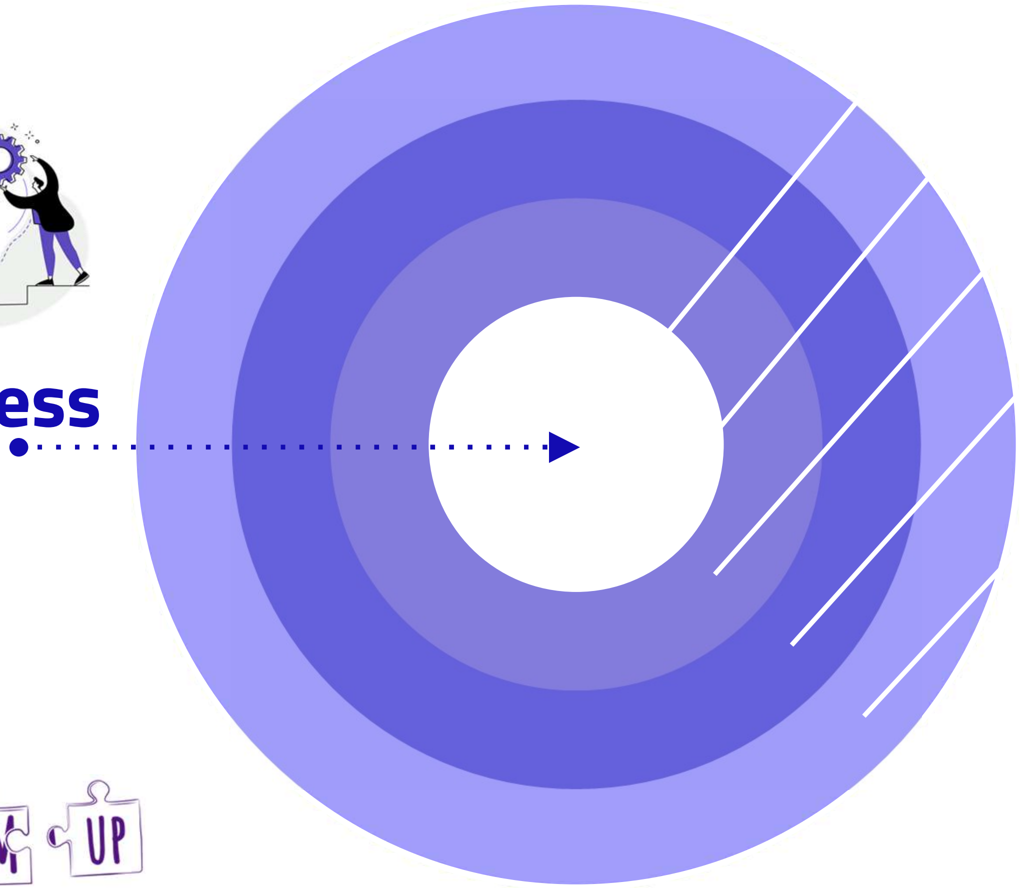
Purpose of Team Building

Success



- ✓ Promote collective problem solving
- ✓ Analyse team's strengths and weaknesses to reach maximum potential
- ✓ Develop individual tasks
- ✓ Optimize work processes
- ✓ Increase creativity of entire team

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MBTI (Myers-Briggs Type Indicator®)

Katherine Cook Briggs and her daughter, Isabel Briggs Myers, expanded on Carl Jung's theory of personality about natural tendencies and their corresponding patterns.

16personalities.com

Where do we pull our energy from?

Extraversion **(E)** | Introversion **(I)**

How do we absorb information?

Sensing **(S)** | Intuition **(N)**

How do we make a decision?

Thinking **(T)** | Feeling **(F)**

How do we structure our world?

Judging **(J)** | Perceiving **(P)**

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Personalities and their corresponding patterns

Strongest Trait

MBTI

ISTJ Dependable	**ISFJ** Loyal	**INFJ** Reflective	**INTJ** Autonomous
ISTP Practical	**ISFP** Creative	**INFP** Idealistic	**INTP** Theoretical
ESTP Energetic	**ESFP** Outgoing	**ENFP** Optimistic	**ENTP** Innovative
ESTJ Forceful	**ESFJ** Peaceful	**ENFJ** Influential	**ESTJ** Authoritativ e

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Multiple types of start-ups based on the main goals of their founders

Start-up types based on founding goals

Lifestyle Start-up *„Work for your passions“*	Passion → Start-up (repreat)	Example: Surf shop Start-up, wandering programmer, freelancer, etc.
Small company Start-up *„Work to feed your family“*	Start-up → SME (97% of all Start-ups)	Example: Barber, retailer, real estate broker, etc.
Scalable Start-up (Scaleup) *„Born to be large“*	Start-up → Corporate	Example: Google, Facebook, Zalando, Salesforce.com, Genentech, etc.
Sellable Start-up *„Born to be sold“*	Start-up + VC → Exit	Example: WhatsApp, Tumblr, Kayak, Instagram, YouTube, etc.
Corporate Start-up *„Space to enable innovation“*	Corporate [Start-up]	Example: Siemens Corporate Ventures, Bosch Ventures, etc.
Social Start-up *„Born to do good things“*	Start-up → ♡	Example: Ashoka, BioLite, Envirofit, Milaap, TerraCycle, etc.

Your company – Your Team

At an early stage, a start-up does not have divisions, but rather roles that need to be filled: “person driven” vs. “process driven”

Financing and Controlling

Visionary

Marketing and Communication

Hustler

Leader

Management and Organisation

Human Resources

Research and Development

Purchasing and Logistics

Insider

Geek

Production
Project Management

Sales
Service

Designer

Quality and Process Improvement

Product Management

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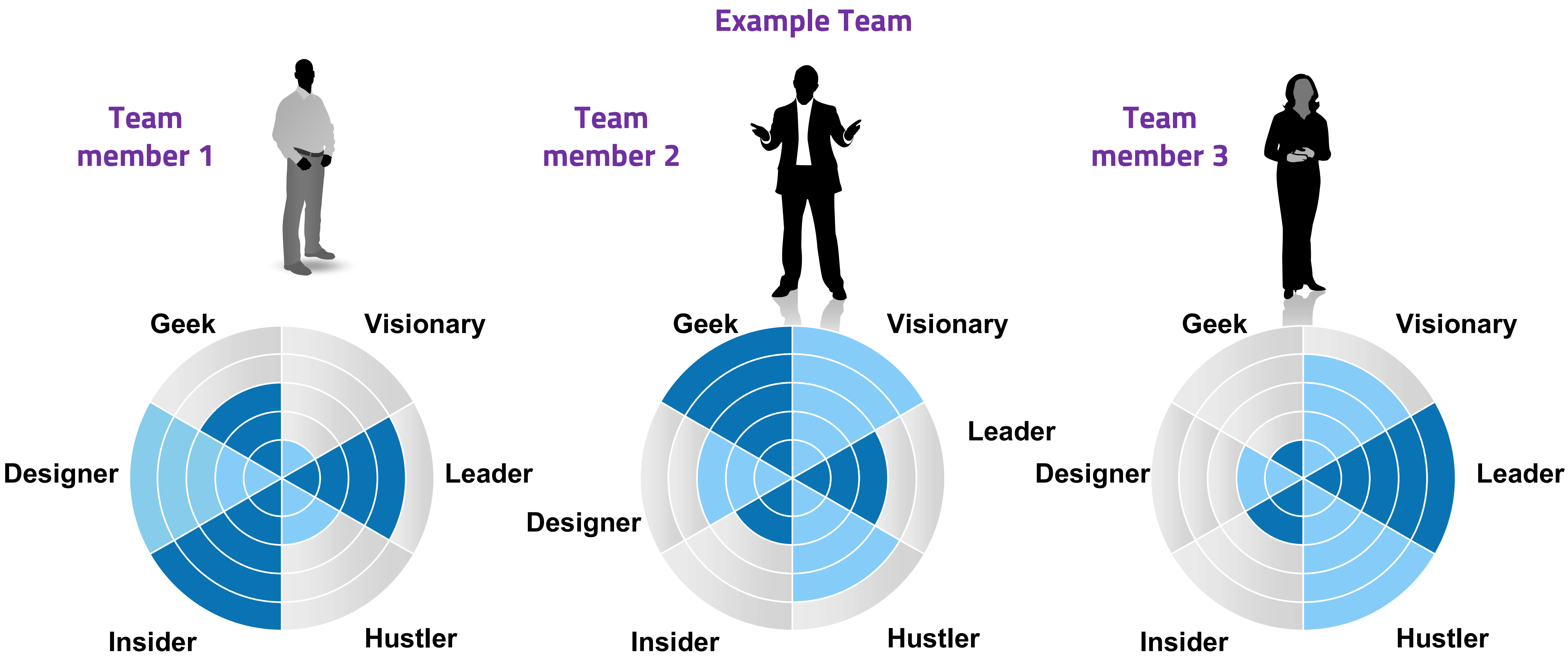
A healthy mix of roles distributed among all members is critical for a balanced startup team



Your Team – Your conflict

Patrick Lencioni: 5 Dysfunctions of a Team

1. Absence of Trust:
no open communication

2. Fear of Conflict:
artificial relationships

3. Lack of Commitment:
uncertainty of what to do

4. Avoidance of Accountability:
poor performance remains

5. Inattention to Results:
self-interests take over

Dysfunction

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Team Leader

Leaders are defined by their character, behavior, and situations.
Good leaders aim to achieve goals through clear communication.

Setting Goals

3

Management 2

4 Planning

COMMUNICATION

Organization
Realization 1

5 Conclusion

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The founding team should agree explicitly on the distribution of tasks and responsibilities

Example of departmental distribution in a small company

Management Team

Tom

CEO

Growth strategy, overall business planning
Corporate financing
Finance and accounting, controlling, annual financial statements
Marketing
Internationalisation
Contracts, industrial property rights, insurances
Investor relations
Committees (Supervisory Board, Annual General Meeting)

Eva

Director

Head of the "Products" division
R&D strategy and product management
Sales partnerships in the "Products" division
Head of R&D projects incl. funding projects
Acquisition of public subsidies
Science relations

John

Director

Head of Services Division
Acquisition of orders in the services division
Strategic partnerships in the services division
Human resources (strategy, planning, contracts, incentives, etc.)
Organization (communication, processes, data management)
Infrastructure (office, telephony, IT, laboratory, equipment, cars, etc.)

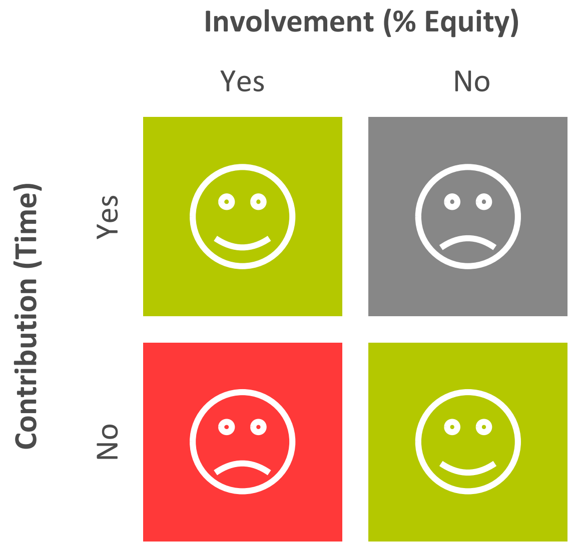
Granting equity to senior scientists uninvolved in daily operations often creates conflicts of interest and challenges within the company

The senior scientist's dilemma

Usually, **scientific group leaders** (e.g. professors) like to be involved in start-up cases involving technology developed within their group. However, most of the time, the **involvement is non-entrepreneurial**, which puts additional strain on team dynamics

Main motivations for the involvement of senior scientists:

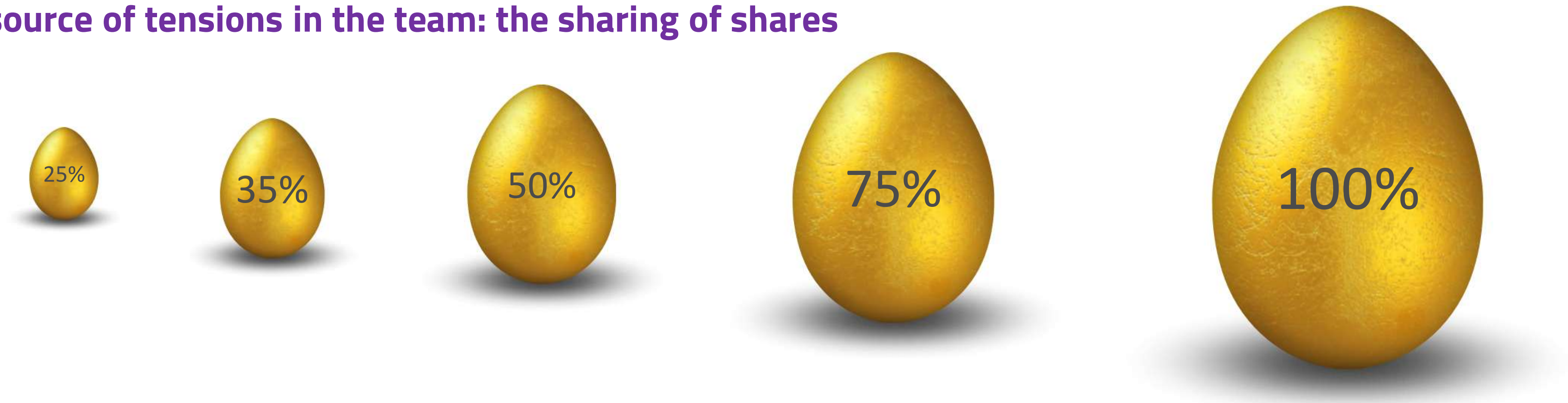
1. This is my technology
2. These are my people
3. They need me now more than ever
4. Reputation boost through a start-up
5. ....



Conflict of interest!

The distribution of shares among founders can become a ticking time bomb

The source of tensions in the team: the sharing of shares



The size of the cake is unclear

Individual contribution can be difficult to measure

Future contributions are uncertain and unproven

The application of the "four men, four corners principle" according to the mathematical formula **"Quota = 1 / Number of people * 100%"** always leads to problems

Teams are critical, everybody knows that,...
Lessons regarding team building in Start-ups

Some proven rules

Lesson 1:

Persons or organisations that do not make a **recognisable contribution** to the development and success of the company will not receive any shares

Lesson 2:

Nothing is more difficult to change than **forcefully removing** shareholders

Lesson 3:

The **core team** should have a clear majority at the beginning, which **can be maintained** even after the first capital round

Lesson 4:

Cash contributions are made **upon formation**; contributions in kind should be waived if possible

Lesson 5:

Shareholder status **does not oblige** to provide **free services** for the company

Lesson 6:

Shares **=** contribution to the company's success

Shares **≠** personal appreciation

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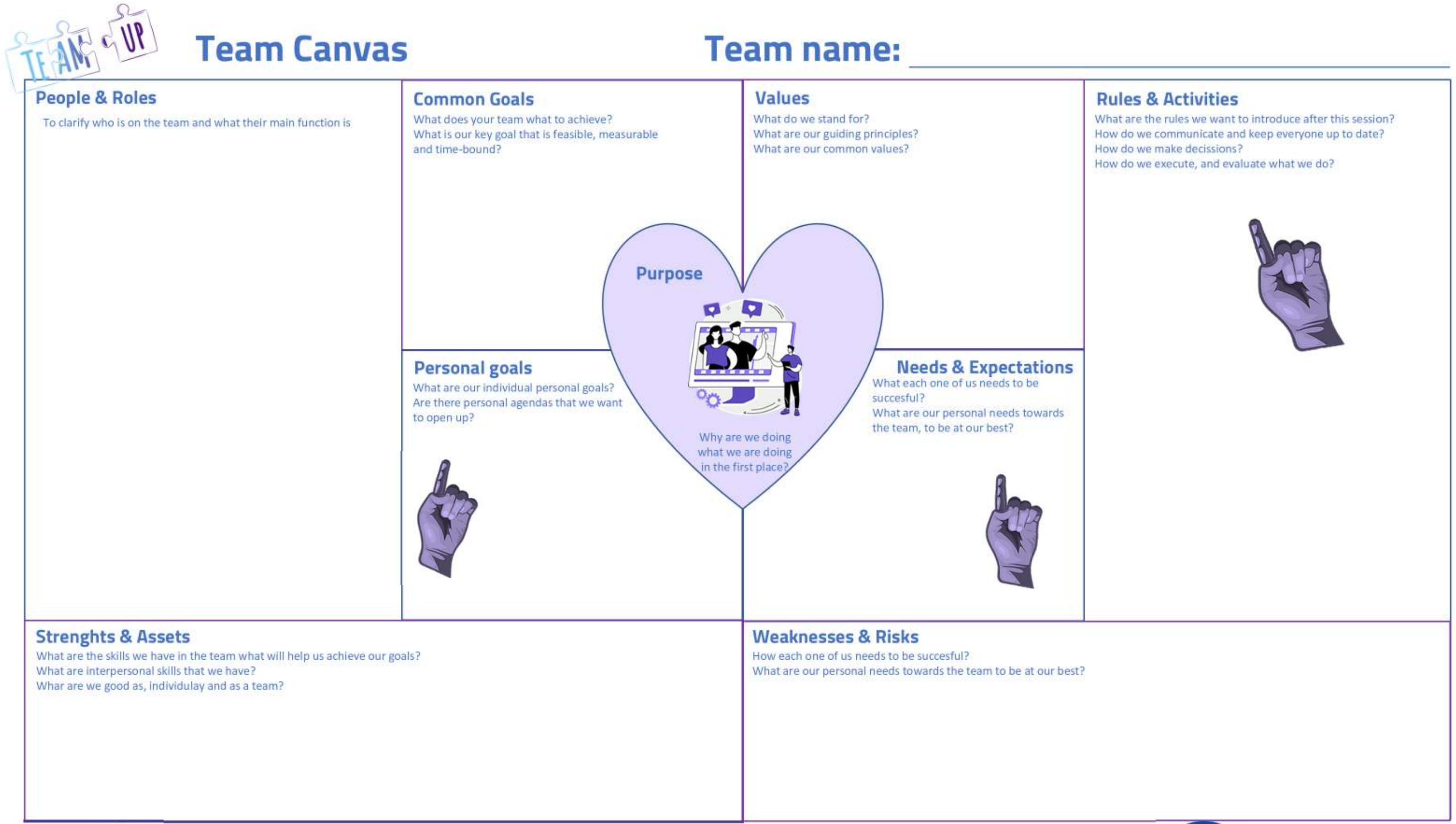
Teamwork - 1:1 meetings



Team Canvas

Team name: The Agritech Company

People & Roles

Alex: CEO - Business strategy, fundraising, partner relationships

Brenda: CTO - Developing the IoT soil sensors and data platform

Carlos: Agronomist - Managing field trials, providing crop science expertise, and liaising with farmers

Common Goals

Secure 5 partner farms to pilot our precision irrigation system by the end of Q4

Develop a functional prototype of our vertical farming module and achieve a 95% germination rate for lettuce by June

Purpose

To empower farmers with data to grow more food sustainably

Why are we doing what we
e doing in the
first place?

Personal goals

Brenda: I want to become a recognized expert in IoT for agriculture. I hope to speak at an AgTech conference one day

Alex: I want to gain hands-on experience in raising a Series A funding round

Carlos: I want to learn how to translate complex scientific data into a user-friendly software product

Values

Farmer-First: We always design with the end-user in mind

Sustainability: We consider the environmental impact of every decision

Data-Driven: Opinions are good, but data is better

Needs & Expectations

Brenda: I need uninterrupted 'deep work' time for 3 hours every morning to code

Carlos: I need clear feedback from the tech team within 24 hours on the data coming from the field

Alex: I need everyone to keep the CRM updated so I have the latest information for investor talks

Rules & Activities

What are the rules we want to introduce after this session?
How do we communicate and keep everyone up to date?
How do we make decisions?
How do we execute, and evaluate what we do?

Communication: Urgent matters on Slack; weekly summaries via email. All key documents in the shared Google Drive

Meetings: 15-minute daily stand-up at 9 AM. Weekly 1-hour tactical meeting with a clear agenda sent in advance

Decision-Making: Product decisions are made by the relevant expert (e.g., Carlos on agronomy), but major strategic decisions require full team consensus

Strenghts & Assets

What are the skills we have in the team what will help us achieve our goals?
...lls that we have?
...vidulay and as a team?

Brenda's expertise in low-power sensor networks

Carlos's deep network in the local farming community

The team's shared passion for sustainable agriculture

Access to a university lab for testing

Weaknesses & Risks

How each one of us needs to be succesful?
What are our personal needs towards the team to be at our best?

Weakness: No one on the team has strong marketing or sales experience

Weakness: Limited funding for hardware manufacturing at scale

Risk: A major drought could ruin the data from our pilot field trials

Risk: A large competitor launching a similar product

Excercise

Work with your team

Come back to the main session at 18:15 CET

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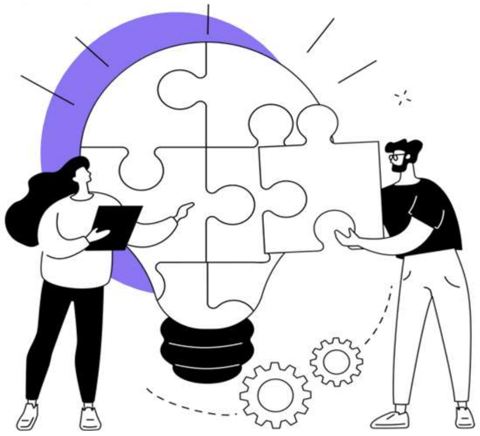
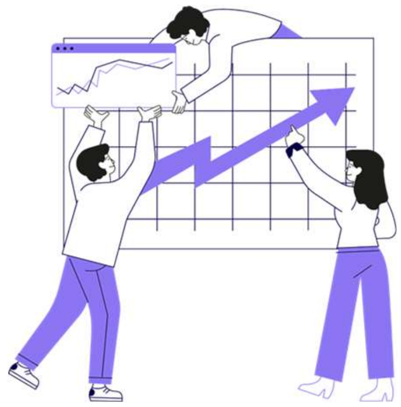
Next Steps





Team Building #3
Equity distribution
19th August
17:00 - 18:30 CET

Session #4
Analysing markets
21st August
17:00 - 18:30 CET

Session #5
Finding right market niche
26th August
17:00 - 18:30 CET

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Contact Us!

Do you have any questions?

teamup@eitfood.eu

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