

Leading small teams

Shai Vyakarnam



Work experience

- 3 day week!
- London Shafting and Pulley
- Optibelt
- Himalayan Car Rally, Motorsports clubs
- Long haired days – couple of small bands
- Transitions, Tristart, Burall, Nottingham, Cambridge and Cranfield
- As an advisor and as a Director
- Seen most situations and being a pracademic – have researched and written about it!!





If the truth be told.....

University job – very clear about my vision and values
Able to convey my passion and we have grown it 10x

Transitions – love it - passionate – we want it as a niche – lifestyle
Great camaraderie and team spirit

Burall – as a Non Exec – was unable to referee the Chair and the CEO

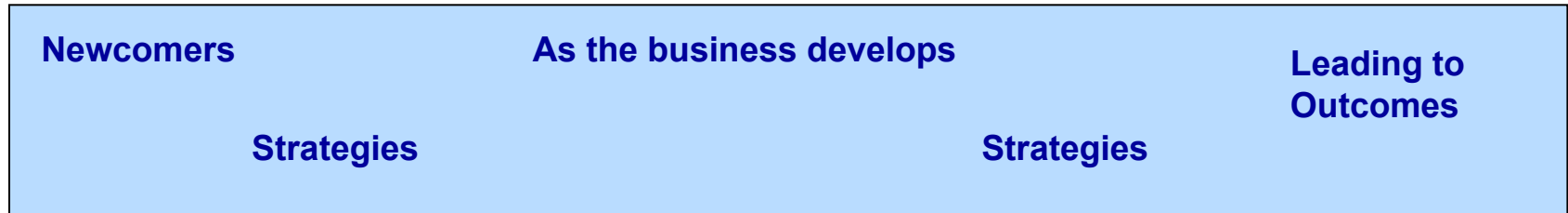
Tristart – Absolutely fabulous product with a dysfunctional team
– we have our moments

Mytrafix – again a fab product – tough to get a compelling story together
But the two team members are smart and socially skilled

Automed Systems – Non Exec of a company in Bangalore – 70% CAGR
Fabulous and smart team that know what they are doing



No one said it would be easy



S.Vyakarnam and J Handelberg, Four themes of the impact of management teams on Organisational performance: Implications for future research on entrepreneurial teams: International Small Business Journal Vol23(3) June 2005

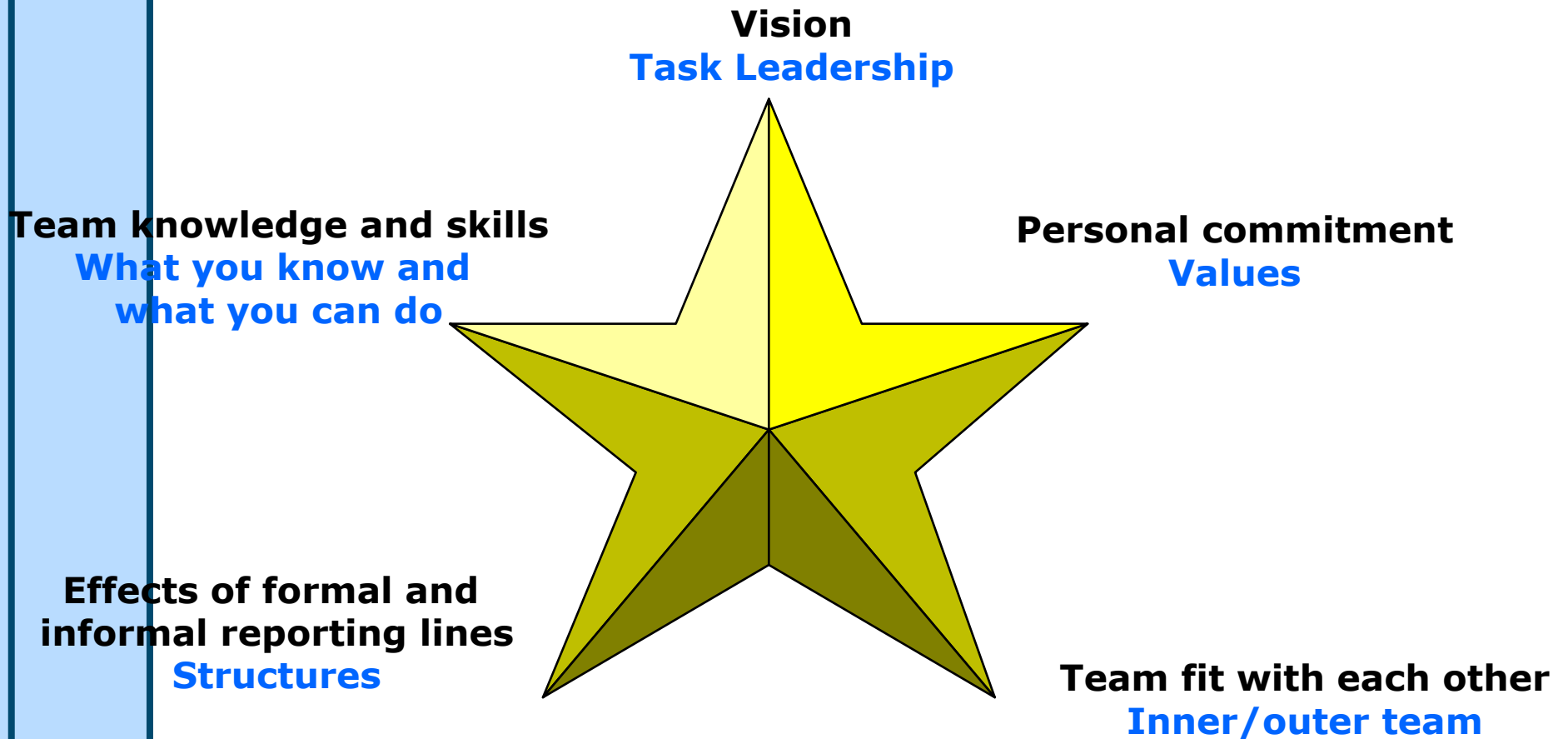


You need to be clear about what you need

<p>“Astra Man” “Hot Desk” Can take a no Love to sell Hunter Gatherers Outward oriented Advertising Merchandising Networking/Social skills</p>	<p><i>Order makers</i></p>	<p>Climb mountains in the fog From idea to idea Able to see some- thing others can’t Build new partnerships Take risks</p>
<p>Love relationships Do not get bored Depth of contact Superb service levels</p>	<p><i>Order takers</i></p>	<p>Product developers Routes/destinations/deals Ability to deal with operators From idea to product Project management skills</p>



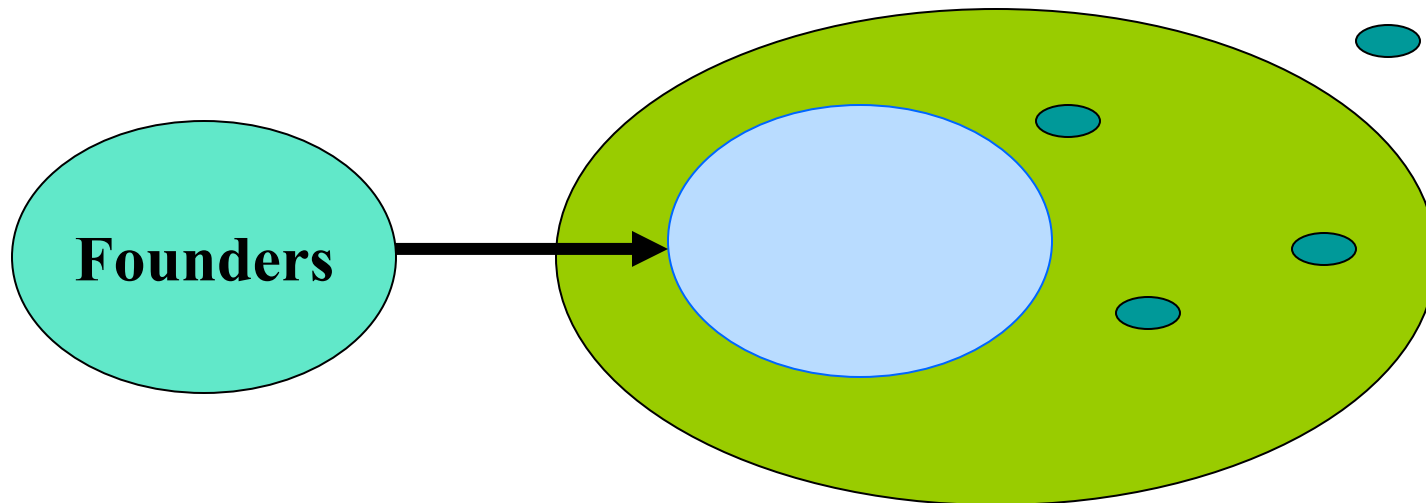
Softer ingredients for a star team





Building succession and growth

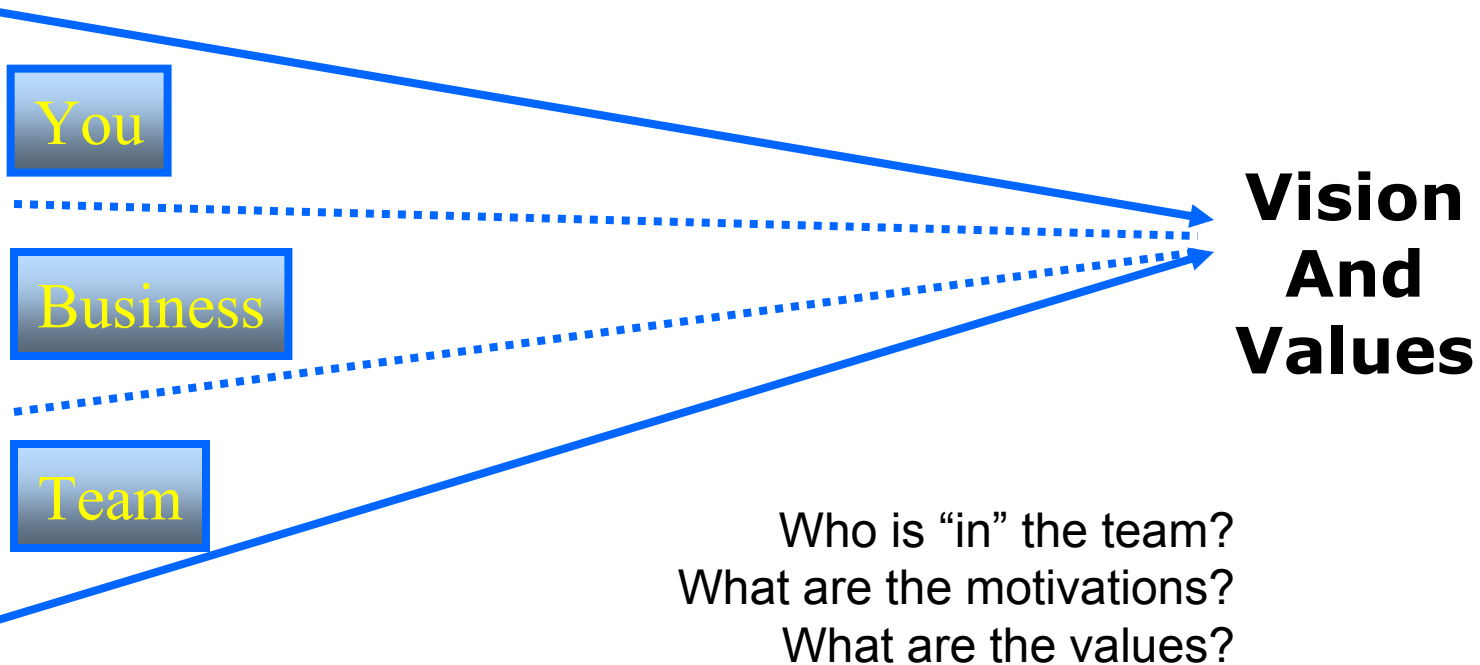
Inner and Outer Teams





Aligning Vision and Values

What do you really want to do?
Is it the same as what the business needs?





Leading small teams

Leadership

Infrastructure

- Working conditions
- Rewards
- Risks
- Security
- Physical facilities

Social

Aligning goals/motivation
Personal, team
and business
Atmosphere of trust
Positive energy
The Christmas Party!
Do you like customers?!

Developing
Your people

- Knowledge and
- Skills within the team
- Complementary skills
- Ability to sell
- Networks of contacts
- Social skills



What have I done when I did:

Well...

- Clear about objectives and the vision
- Make decisions quickly
- Empower my team to make decisions
- Get buy-in to decisions
- Show energy and passion every day
- Give everyone the chance to do well to succeed
- Make people accountable by trusting them – set some ground rules
- If I make a mistake own up straight away
- Be a good role model
- Buy chocolates from time to time
- Make jokes (even bad ones)
- Never ever cross the line – e.g. innuendos
- Complete transparency about my diary – frequent report back of my activities
- Fight for my staff in wider meetings
- Being on time for meetings or letting them know if I am going to be late
- Introduce them to my contacts – treat them as equals

Badly

- Sat on the fence with decisions
- Did not keep my team informed
- Did not show 100% loyalty to my team member
- Showed my irritation
- Sent email replies – fanned the flame of some disagreement
- Did not use standard procedures for appraisals, feedback, reviews
- Hired hastily
- Fired slowly
- Did not tune into the “emotional” content of the problem



www.transitions.co.uk

- **www.shaivyakarnam.blogspot.com**
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- **Travel safely! – Thank you**
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