



Hello!



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WHY TECH TEAMS ARE DIFFERENT

- **Why Tech Teams Are Different**
- It's **not** a cash flow deal
- You're **not** buying and selling a commodity
- You're **not** building a building to sell it
- You're **not** doing something that's been done before

What
makes
tech
teams
different



- **What Makes Tech Teams Different**
- You're "inventing" something new
- You're building something that's never been built before
- Your team has never done this – no one ever has
- You're not really sure how much money you'll need.
- And you won't know if it works/sells until you actually start selling it... and that's just the beginning

Going places
no one has
ever gone
to before



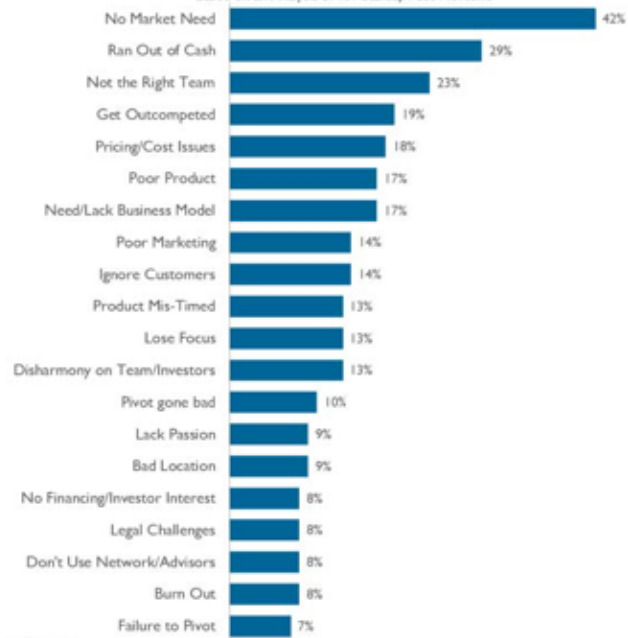
- Tech teams are going places no one has ever gone to before



Top 3 Reason STARTUPS FAIL

Top 20 Reasons Startups Fail

Based on an Analysis of 101 Startup Post-Mortems



Top 3 reasons Startups fail





- Legend has it that Walt Disney was turned down 302 times before he got the financing he needed for Disneyworld.
- See the movie **Walt Before Mickey (2015)**. The movie could be better; but look at the quality of the team and the determination of its leader.



90%
People

- **Marc Andreseen**
 - Courage
 - Genius
- **People 90%: 1. courage and 2. Genius**
- 90% incredible people
- 10% huge market
- And differentiating technology



10%

Huge Market
and differentiating
technology

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Courage

"You just can't beat
The person who
never gives up."

Babe Ruth



Courage - this is something that you can teach.

"You just can't beat
The person who
never gives up."

Babe Ruth



Genius

Genius - this is much harder to teach.

There's all kinds of genius. And this is where we often misinterpreted genius.



Snow, Shane. **Dream Teams**: Working Together Without Falling Apart. Penguin Publishing Group. Kindle Edition.

- <https://www.amazon.com/Dream-Teams-Working-Together-Without-ebook/dp/B078FZ9ZZK>

Opinionated Adapters



Opinionated Adapters

- But the world's most successful leaders are not just flexible. They're opinionated, too; that's how they convince us to follow them into the unknown, even when they change their minds. We conflate strength in leadership with being stalwart and stoic—but it turns out that when it comes to problem solving and decision-making, changing your mind in light of new information, *plus* the ability to get people on board, is a magical combination:



WOULD YOU HIRE THIS PERSON?

- See the original blog at: <http://boilingice.com/2011/08/would-you-hire-steve-jobs/>
- **You:** So tell me about yourself.
Steve: Well, I dropped out of college after one semester and went to India and became a Buddhist. That's why I'm wearing these robes right now. They help me think different.
- **You:** Hmmmm. Do you have any other training?
Steve: Yeah, I audited this really cool course on calligraphy and I think it's going to have a huge impact on the way people use technology one day. I don't know how yet, but I just know it.
- **You:** Ah, ha, right. Did you take any technology courses?
Steve: Well, I hung out after high school at HP and listened to a bunch of lectures. But they don't really know what they're talking about. Matter of fact, I think [they'll eventually get out of the computer business completely one day.](#)
- **You:** Right. Now, we're pretty enlightened here but it says on your social media page that you took LSD. Would you like to comment on that?
Steve: [Its one of the two or three most important things I've done in my life.](#) You see, altered perceptions are what permit a finer connection to the customer experience. It's the groove. If you can't grok the customer and what

they're feeling then you have nothing. It's the void. That's why I'm going to wear black slacks and black turtle necks all the time some day – to remind me of that.

- **You:** I see. Now our investors want us to do really well. How do you feel about that?

Steve: [Being the richest man in the cemetery doesn't matter to me.](#)

- **You:** We'll, is there anything else maybe you'd like to add that might make you qualified to join us?

Steve: I'm an orphan, my biological dad eventually married my biological mom but they had already given me away – it's complicated. And, my dad's an Arab Muslim. It's all made me who I am – I think different.

- **You:** Yes, indeed you do. Well, thank you for coming in. We'll let you know.
- So I ask you, how can we expect to have more Steve Jobs unless they rise to the top themselves? Because I sincerely doubt there are many companies that are capable of hiring based on the quality of the thinking a person brings to the table rather than the qualifications they bring on paper.
- What do you think?



See the original blog at: <http://boilingice.com/2011/08/would-you-hire-steve-jobs/>



https://www.washingtonpost.com/news/answer-sheet/wp/2017/12/20/the-surprising-thing-google-learned-about-its-employees-and-what-it-means-for-todays-students/?utm_term=.edde43c69246



- https://www.washingtonpost.com/news/answer-sheet/wp/2017/12/20/the-surprising-thing-google-learned-about-its-employees-and-what-it-means-for-todays-students/?utm_term=.edde43c69246

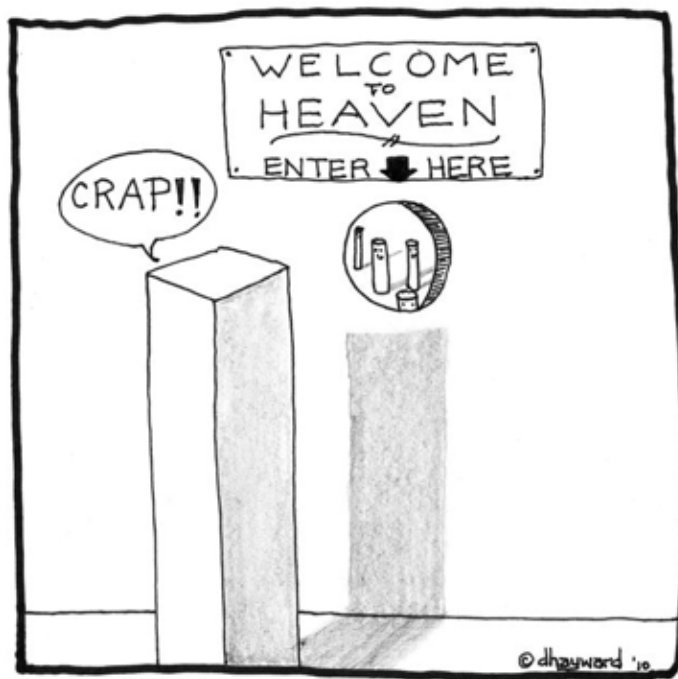
Only the top engineers from the top schools



<https://www.washingtonpost.com/news/answer-sheet/wp/2017/12/20/the-surprising-thing-google-learned-about-its-employees-and-what-it-means-for-todays-students/>

Behaviors of Google's best managers

1. Is a good coach
2. Empowers team and does not micromanage
3. Creates an inclusive team environment, showing concern for success and well-being
4. Is productive and results-oriented
5. Is a good communicator — listens and shares information
6. Supports career development and discusses performance
7. Has a clear vision/strategy for the team
8. Has key technical skills to help advise the team
9. Collaborates across Google
10. Is a strong decision maker



The best managers come from diverse backgrounds



- I think one of the key benefits of a liberal arts education is the exposure of stories through art, literature, theater, film, and music as a way to cultivate our imagination and empathy for the way others experience and interpret the world.
- This doesn't require a college education or any sort of formal educational setting, but I do think it is enhanced in discussion with other people.
- Sharing our own experience of any of these arts forms with other people forces us to articulate what we think and feel, and it puts us in the position of hearing what others think and feel.
- The variety of ways in which we can cultivate our individual imaginations and capacity for empathy is staggering, and it all points back to sharing stories. The more we engage in the arts, the more we will increase the worldwide talent pool for Dream Teams



Snow, Shane. Dream Teams: Working Together Without Falling Apart. Penguin Publishing Group. Kindle Edition.

- <https://www.amazon.com/Dream-Teams-Working-Together-Without-ebook/dp/B078FZ9ZZK>

DIFFERENT AND UNITED



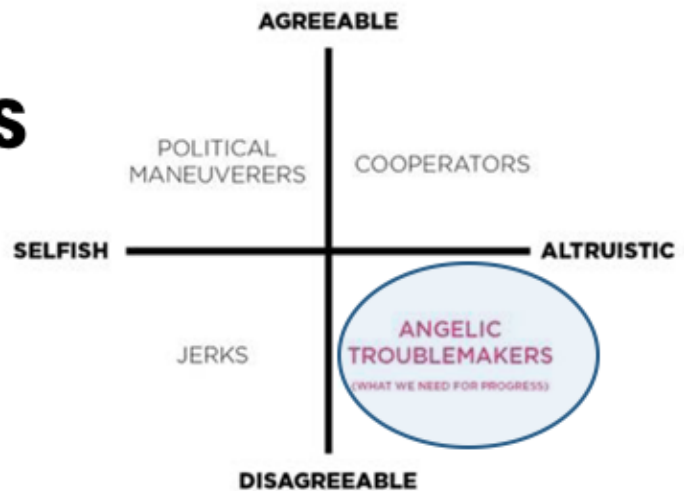
- **Shared goals + Diverging values = Different And United**
- The kind of team that can have a successful battle between viewpoints requires cognitive diversity—different heads with different things inside of them. These teams, by nature, will be made of people with different personal opinions and values. Research shows that, contrary to decades of popular misconception, if a team has a strong purpose, vision, and shared goals, it doesn't need shared values (beyond, you know, being honest and not killing each other) in order to be great. In fact, diverging values are correlated with the kind of cognitive diversity that gives the most innovative teams their great potential:

SUPPORTIVE ADVERSARIES



- **Personal support + Intellectual conflict = Supportive Adversaries**
- Of course, those diverse teams need to keep the relationships between them from boiling over—the cognitive friction that they leverage from their cognitive diversity needs to always be about ideas, and not personal. Therefore, the ideal team player is one who can provide full personal and emotional support for her teammates, while adding different ideas and cognitive friction.

ANGELIC TROUBLEMAKERS



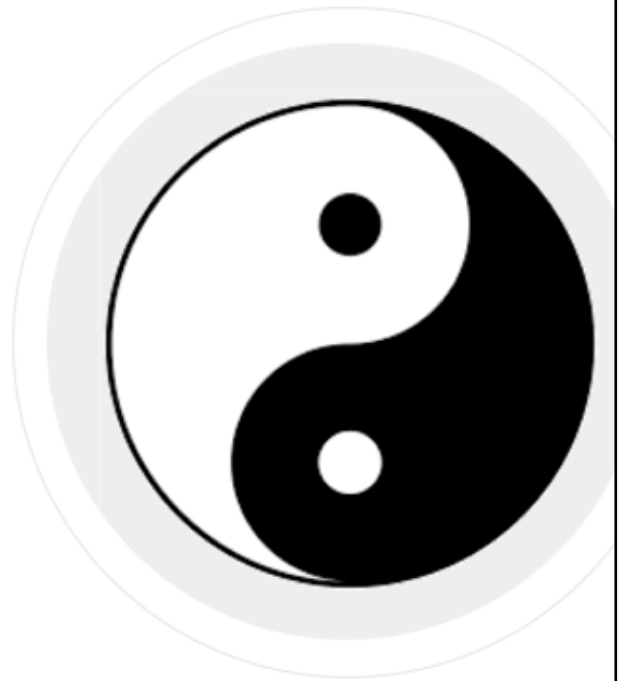
- **Altruistic + Disagreeable = Angelic Troublemakers**
- The great civil rights activist Bayard Rustin said that every community needs “angelic troublemakers” to push us to see what we need to see, and to go further than we think we can go. Teams that get along well often find themselves in a position of not enough cognitive friction. And that’s where it pays to invite a little trouble into their thinking process:

SKEPTICAL OPTIMISTS



- **Optimistic + Skeptical = Skeptical Optimists**
- Finally, to change the world, we need to believe that a better future is possible. That's optimism. However, to achieve that balance of cognitive friction and intellectual humility, it pays to combine that optimism with skepticism. No, these aren't opposites. Skepticism is not taking everything at face value. If you believe we can make a brighter future, but you don't accept everything you see, you might just be the teammate the world needs.

What does this mean?



- **SUMMARY**
- Shared goals + Diverging values
= **Different And United**
- Personal support + Intellectual conflict
= **Supportive Adversaries**
- Altruistic + Disagreeable
= **Angelic Troublemakers**
- Optimistic + Skeptical
= **Skeptical Optimists**



Boston Consulting Group (BCG) and in collaboration with Mass Challenge, 350 startups

Startups Founded or Confounded by Women Get Less Investments but Generate More Revenue

Funds Invested



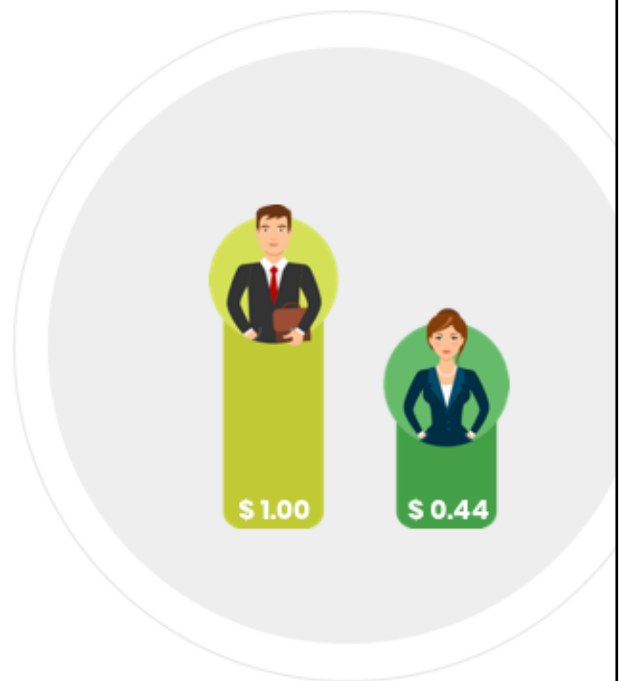
Revenue Generated



- **Sources :** MassChallenge; BCG analysis
- **Note :** Of the 350 companies included in the analysis, 258 were founded by men, and 92 were founded or cofounded by women

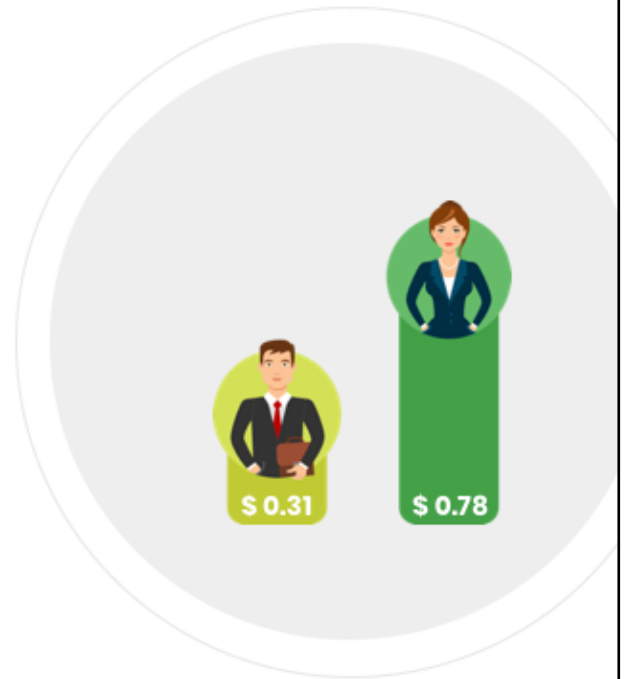
AMOUNT RAISED

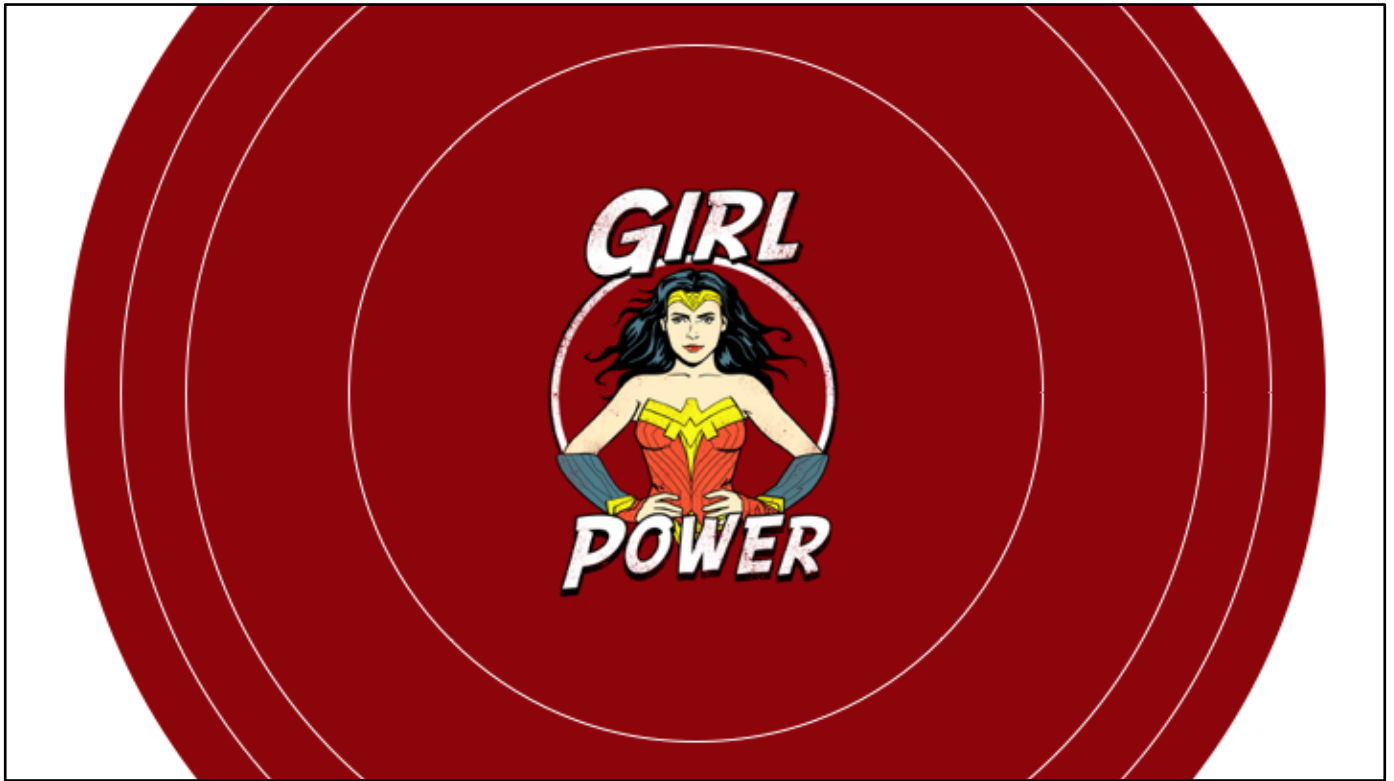
56% less money



REVENUE PER \$1.00 INVESTED

2.5x More revenue





Boston Consulting Group (BCG) and in collaboration with Mass Challenge, 350 startups

- HIGHER VALUATION
- GREATER RETURNS

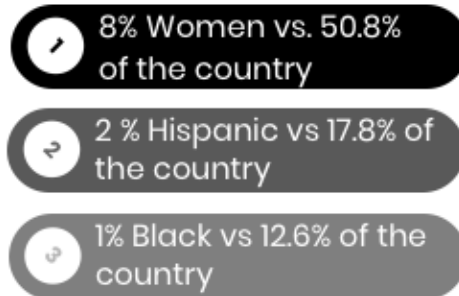


PICKING WINNING
VC TEAMS



2018 VC Study

US VC's ARE A HOMOGENOUS GROUP



- **HBR** <https://hbr.org/2018/07/the-other-diversity-dividend>
 - Only 8% of the investors are women. Racial minorities are also underrepresented—about 2% of VC investors are Hispanic, and fewer than 1% are black.
- **WOMEN**
 - [Age and Sex Composition: 2010 - Census Bureau](#)
 - <https://www.census.gov/prod/cen2010/briefs/c2010br-03.pdf>
- **HISPANICS**
 - [Race and ethnicity in the United States - Wikipedia](#)
 - https://en.wikipedia.org/wiki/Race_and_ethnicity_in_the_United_States
- **BLACKS**
 - https://en.wikipedia.org/wiki/African_Americans#Demographics



2018 VC Study

MORE COLLABORATION



Same race: increased the propensity to work together by 39.2%



Same school increased the propensity to work together by 34.4%.

More collaboration:

- Belonging to the same racial group increases the propensity to work together by 39.2%,
- and having a degree from the same school increases it by 34.4%. Not only is the likelihood of collaborating on any one deal greater,
- VCs tend to keep teaming up with those who share their traits.



2018 VC Study

LESS SUCCESS



Same race: investment success
LOWER by 26.4% to 32.2%



Same school: success rate of
Acquisitions/IPOs LOWER by 11.5%.

Less success:

- For example, the success rate of acquisitions and IPOs was 11.5% lower, on average, for investments by partners with shared school backgrounds than for those by partners from different schools. The effect of shared ethnicity was even stronger, reducing an investment's comparative success rate by 26.4% to 32.2%.



- Picture is of the 1979 CHALLENGE WINNERS

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1964-1988, 24 years

- Other than its stunning 1980 loss to the United States in the Lake Placid, the Soviet hockey team won every Olympic gold medal from 1964 to '88.
- **WON 6 OUT OF 7 OLYMPICS OR 86%**
- https://en.wikipedia.org/wiki/Soviet_Union_national_ice_hockey_team
- https://en.wikipedia.org/wiki/List_of_Olympic_medalists_in_ice_hockey
- Fetisov said the 1980 team was "probably the best team ever put together in the Soviet Union"
- http://www.espn.com/nhl/story/_/id/17541053/nhl-world-cup-hockey-why-1980-soviet-union-squad-was-greatest-international-hockey-team-alltime.

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COACHES

- **Anatoly Tarasov**, Coach
- Saw game as passing the puck
- The Soviet coach was a freak, a legend, a Zen master on ice. Anatoly Tarasov was his name.
- He made his young athletes study chess and dancing. They practiced jumping off walls. They learned to do ninja moves wearing skates. They sang songs with lyrics

like "cowards don't play hockey."

- **Viktor Tikhonov**, Soviet Hockey Coach, very hard on players, no one liked him. Fetisov as Team Captain became the real leader.
- Change of Coach to Tikonov in 1980 and then Fetisov became Captain.

GREAT PLAYERS

- Igor Romishevsky, Hockey legend
- Slava Fetisov, defenseman
- Igor Romishevsky, Hockey legend
- Vladislav Tretiak, Goalie, never played in the west, member of Russian DUMA and President of Russian Ice Hockey Federation.

The Russian Five

- 1. Sergei Makarov - most dangerous player in the world, high scorer, hockey agent now
- 2. Igor Larionov - The professor, the nerd, skinny, hockey agent now.
- 3. Vladimir Krutov - Russian Tank, left wing, best friend of Fetisov, passed away
- 4. Alexei Kasatonov - best defenseman that player the game (Returned and become Vice President of the Red Army Hockey Club)
- 5. "Slava" Fetisov - became captain of national team, (Returned to Russia and became Sports Minister)

- **Scotty Bowman**
- **Detroit Red Wings Coach**
- Slave Fetisov \$500,000 for one year
- Devils had no style
- Vladimir Konstantinov
- Sergei Fedorov
- Vyacheslaw Kozlov
- 2. Igor Larionov - Center
- 5. Viacheslav "Slava" Fetisov - Defenseman
- Fish back in water
- Coach let them do what they wanted to do
- "Don't change anything"
- 1997 Stanley Cup Winners

RUSSIAN PLAYERS IN THE US

- Alexandr Mogilny, best left wing defected in Buffalo Sabres
- Krutov w Vancouver Canuks
- Fetisov and Krutov with NJ Devils
- Fetisov then traded to Detroit

QUOTES

- "An outstanding athlete cannot belong solely to himself."

Anatoli Tarasov, 1st coach

- Three things cannot be long hidden: the Sun, the Moon, and the truth."
- Fetisov

WHERE ARE THEY NOW

- 1. Sergei Makarov - most dangerous player in the world, high scorer, hockey agent now
- 2. Igor Larionov - The professor, the nerd, skinny, hockey agent now.
- 3. Vladimir Krutov - Russian Tank, left wing, best friend of Fetisov, passed away
- 4. Alexei Kasatonov - best defenseman that player the game (Returned and become Vice President of the Red Army Hockey Club)
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- Fetisov and Kasatonov went to the New Jersey, Devils.
- Krutov and Larionov went to the Vancouver, Canucks.
- Makarov went to the Calgary, Flames.
- Each was heralded as a hero that would change the franchise.
- And each sucked.
- None of the Russian Five's new teams won championships.
- **Scotty Bowman**
- **Detroit Red Wings Coach**
- Slave Fetisov \$500,000 for one year
- Devils had no style
- Vladimir Konstantinov
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- 2. Igor Larionov - Center
- 5. Viacheslav "Slava" Fetisov - Defenseman
- Fish back in water
- Coach let them do what they wanted to do
- "Don't change anything"
- 1997 Stanley Cup Winners
- And rather than forcing a playbook on them, he stepped back. "I just let them do

what they wanted to do,” he said.

- In their first year, this reborn Russian Five won more games than any other team in the NHL.
- Larionov went from scoring two points the season before with the San Jose Sharks to seventy-one for the Red Wings.
- Fetisov tripled his total as well.
- Fedorov won a trophy.
- Suddenly they were unstoppable again.
- The following year the Red Wings won the Stanley Cup. And they won it again the next year. When documentarians asked Fetisov to describe what happened, he said, “Together again on the same team, it was like a fish put back in the water.”
- Snow, Shane. *Dream Teams: Working Together Without Falling Apart* (p. 18). Penguin Publishing Group. Kindle Edition.

RED WINGS

After an inauspicious stint on the New Jersey Devils, Fetisov was traded to the Detroit Red Wings in 1995 at the age of 37, where he was reunited with his countrymen to form a new Russian Five: Fetisov, Vladimir Konstantinov, Vyacheslav Kozlov, Sergei Fedorov, and his former teammate Igor Larionov. The Red Wings Russian Five helped lead the team to Stanley Cup victories in 1997 and 1998.

WHAT MADE THEM GREAT?

- 1. They never stopped – they had courage
- 2. They worked well together as a team, it was their genius
- 3. Each player had a unique strength, there were no super-stars – diversity and creativity
- 4. They had unique leadership

1. They never stopped – they had **courage**
2. They worked well together as a team, it was their **genius**
3. Each player had a unique strength, there were no super-stars - **diversity**
4. Unique **leadership**

- **THEY HAD DEEP PASSION.** "They practiced and trained around 1,200 hours a year," said Alpo Suhonen, former Team Finland head coach and the first NHL head coach from Europe. "In Finland, we practiced about a third of that, and the Swedes were about 100 hours ahead of us."
- **THEY WORKED AS A TEAM – it was there genius.** "They skated three times a day, perfecting both their individual skills and their teamwork. They had their set five-man units so everybody knew what the others were doing."
- **THEY WERE CREATIVE.** While the Soviet players were thought of as robots because of their advanced tic-tac-toe plays and lack of wild goal celebrations, Suhonen said the foundation laid by Russian hockey coaching pioneer Anatoli Tarasov was based on **creativity** and getting the puck into an empty space.

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- **Diverse Skill Set**

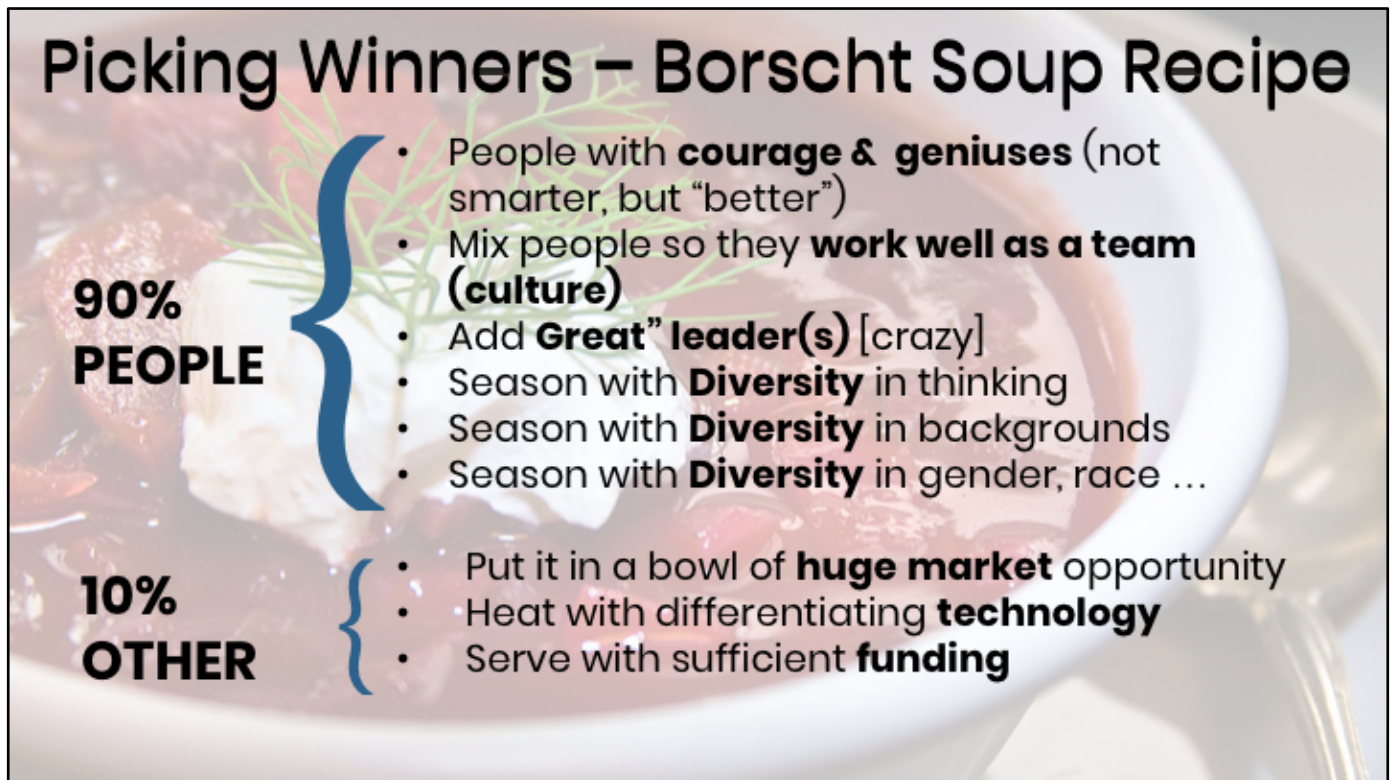
- Danger of similar skills and background

- Technology
- Marketing
- Sales
- Personality
- Values
- Age
- Gender
- Race



- Borscht soup – many different recipes, similar ingredients
- **9 parts people with courage & geniuses (not smarter, but “better”)**
- Mix people so they work well as a team (Culture)
- Add **Great” leader(s)** [crazy]
- Season with **Diversity** in thinking
- Season with **Diversity** in backgrounds
- Season with **Diversity** in gender, race ...
- **1 Part Other**
- Put it in a bowl of **huge market** opportunity
- Heat with differentiating **technology**
- Serve with sufficient **funding**

Picking Winners – Borscht Soup Recipe



90% PEOPLE {

- People with **courage & geniuses** (not smarter, but “better”)
- Mix people so they **work well as a team (culture)**
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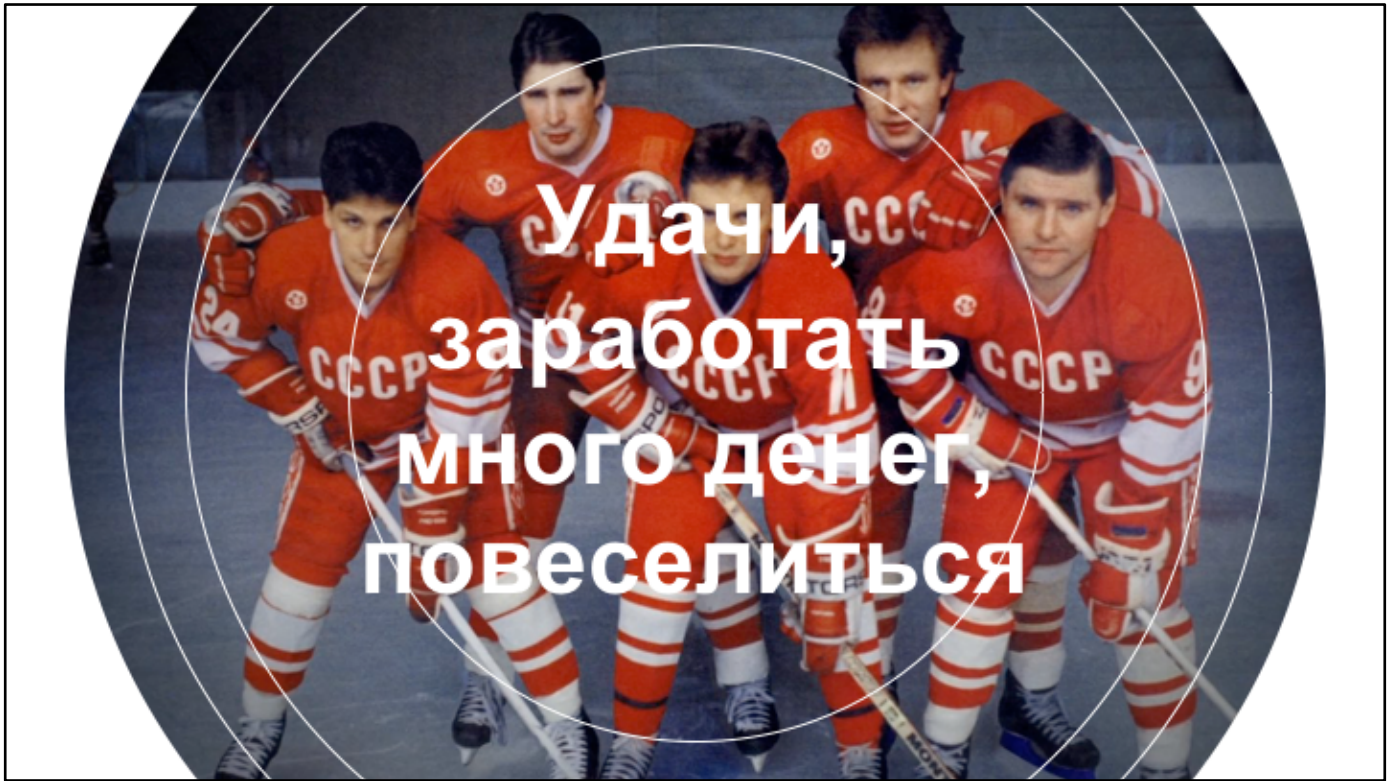
10% OTHER {

- Put it in a bowl of **huge market** opportunity
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- Show Apple commercial
- <https://www.youtube.com/watch?v=YBJAvi3A0H8>



- **Udachi, zarabotat' mnogo deneg, poveselit'sya**
- **Good luck, make alot of money, have fun**
- <https://translate.google.com/#auto/ru/Good%20luck%2C%20make%20alot%20of%20money%2C%20have%20fun>



Thanks!



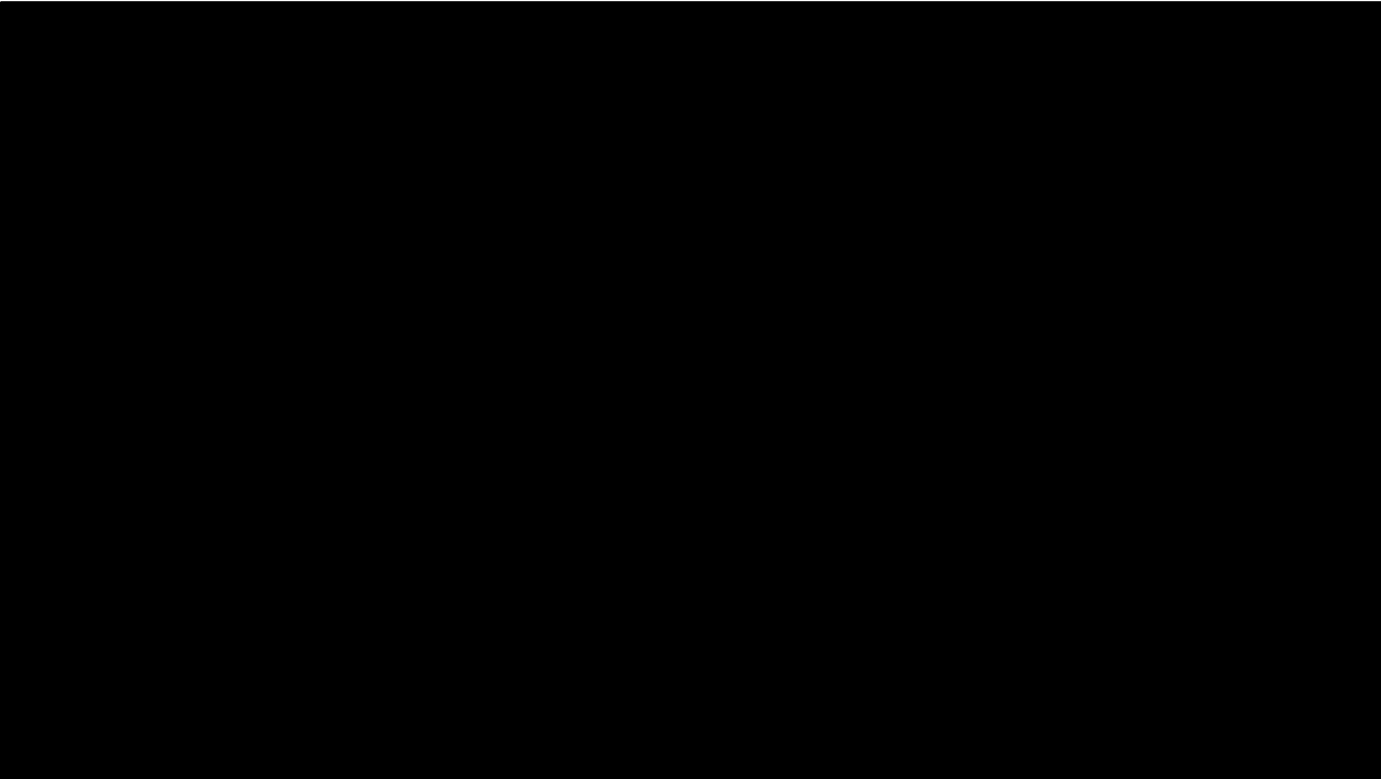
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- END



Miscellaneous Notes

- **TEAM FORMATION:**
- ☐ Recruit for “culture add” not “culture fit.”
- ☐ Recruit for ability to elevate team, rather than for individual stats.
- ☐ Determine team members’ dimensions of internal and external differences and life experiences that could lead to different Perspectives, Heuristics, and “How You Roll.”
- ☐ Make sure everyone on the team knows each other’s “superpowers” or unique abilities.
- ☐ Take a two-step approach to problem solving.
- ☐ Define the problem as Novel vs. Not, High Stakes vs. Low Stakes.
- ☐ “Cast” the group that should be working on this problem together, based on the type of problem (the more novel and high stakes, the more important team member differences will be).

- **INCLUSION:**
- ☐ Accumulate micro-opportunities to include people and have them mix with each other.
- ☐ Whenever a group will be affected by a decision, make sure someone from that group is “cast” as part of the team, regardless of seniority level in the group.

- ☐ Ensure that everyone in a problem-solving process gets equal opportunity to participate.
- ☐ Give team members flexibility to do things their own way, in exchange for accountability.

- **STAYING IN THE ZONE:**
- ☐ Use play and humor to depressurize group tension.
- ☐ Give explicit permission (or even rewards) to dissent, critique, and blow the whistle.
- ☐ Have team members get to know each other's stories— especially when in conflict.
- ☐ Debate instead of brainstorm; when necessary, switch sides of the debate.
- ☐ Speak candidly, un-anonymously, and without holding back.
- ☐ It's the leader's job to make sure tension does not get personal.
-
-
- **EXPANDING THE POSSIBILITIES:**
- ☐ Seek diverse sources of information, not just team members.
- ☐ Develop and prioritize curiosity.
- ☐ Pay attention to outsiders, weirdos, and far-out ideas; suspend your reflex to ignore them.

- **GETTING UNIFIED:**
- ☐ When possible, rally teams around superordinate goals; when not possible, emphasize the meaning of the challenges you want the team to come together to solve.
- ☐ Celebrate the uniqueness of the subgroups within the big group.
- ☐ Allow group members to have their own values; don't push yours on them. The only values I recommend in all cases are Inclusion, Speaking Up, Curiosity, Respect, and Intellectual Humility.
- ☐ Create unique rituals that the superordinate group can do together to bond like a family, ensuring that they don't potentially exclude anyone or step on anyone's personal values.

- **BECOMING OPEN:**
- ☐ If you can afford it, spend significant time immersing yourself in places with cultures different from your own.
- ☐ Get a multicultural education: learn a language, watch TV in another

language with subtitles, get to know different kinds of people and food,
explore the arts with curiosity

- ☐ Take in a variety of books, movies, and television.
- ☐ Build bridges by sharing personal, emotional narratives.

"I do therefore I am"™

Patrick Kedziora



- The entrepreneurs mantra: "I do therefore I am"™Patrick Kedziora