



University of Oxford

**Centre for Entrepreneurship  
and Innovation**

Saïd Business School

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SAID BUSINESS SCHOOL

[WWW.SBS.OX.AC.UK/ENTREPRENEURSHIP/](http://WWW.SBS.OX.AC.UK/ENTREPRENEURSHIP/)

## **Managing People, Managing Teams**

**Tim Cook**

**Director Isis Innovation**

**Visiting Professor Science Entrepreneurship 2006-2009**



## Tim Cook

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- BA Physics, DPhil Cryogenics - Oxford University
- HNC Mechanical Engineering - Oxford Polytechnic
- Diploma Accounting & Finance - Institute of Certified Accountants
  
- Managing Director of Technology based companies (1983 – 90) 7 years
  - Oxford Analytical Instruments
  - Microsystem Design Limited
  - Micrelec plc
  
- Private Investor (1990 – 97) 7 years
  - Founding Managing Director Oxford Semiconductor
  - Founding Managing Director Oxford Asymmetry
  
- University Technology Transfer (1997 – 2007) 10 years
  - Managing Director Isis Innovation, Oxford University (1997-2006)
  - Visiting Professor in Science Entrepreneurship, Oxford University (2006-9)
  
- Non Executive Director (2007 – date) 5 years
  - Lombard Medical Technology 2007 - 2011
  - Isis Innovation 2006 - date
  - Oxford Gene Technology 2007 - date



## It matters

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- Everything that is done in the company is done by a person.
- If you are not going to do it all yourself you need to be good at getting others to do what you want
- I have seen more companies fail from lack of cohesion than any other cause
- When the going gets tough you don't want to be starting to build relationships

– Oxford Medical Systems US office

- So see it as an important part of the job from day 1



## A professional skill

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- Many managers never get themselves any training in this subject!
- And it is a major risk if you get it wrong



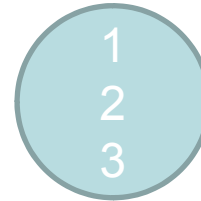
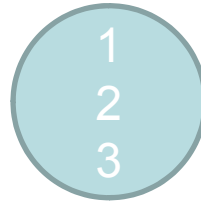
# TRANSACTIONAL ANALYSIS

# Transactional Analysis

- Each of us can operate on one of three ego states

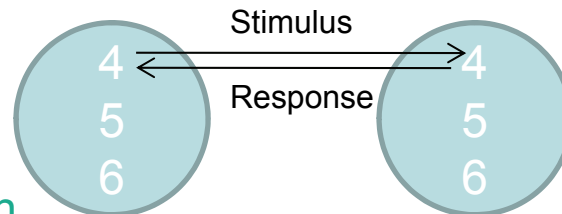
- Parent

- Supporting
- Experienced
- Automatic responses



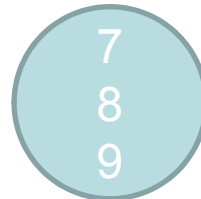
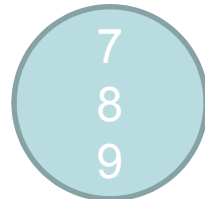
- Adult

- Survival
- Data processing
- and resulting gratification



- Child

- Intuition, creativity
- Spontaneous drive
- Enjoyment

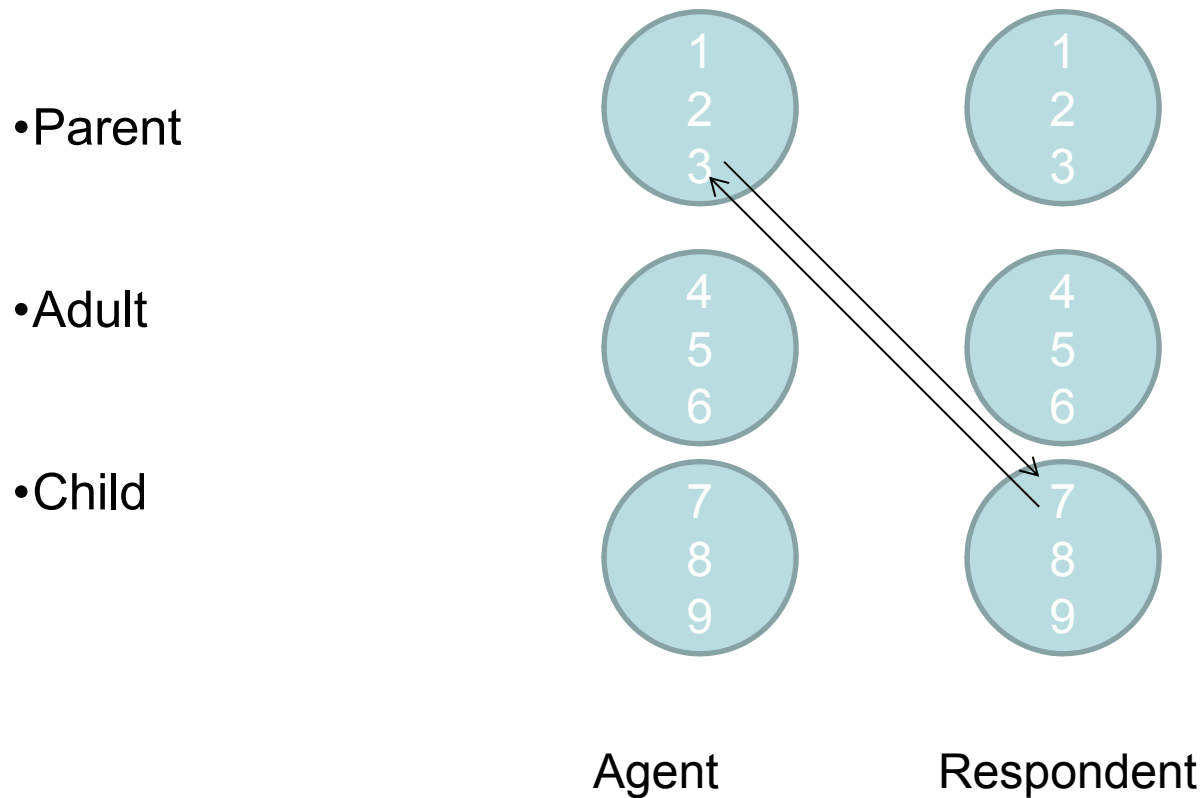


Agent

Respondent

# Transactional Analysis

## Complementary Transaction



# Transactional Analysis

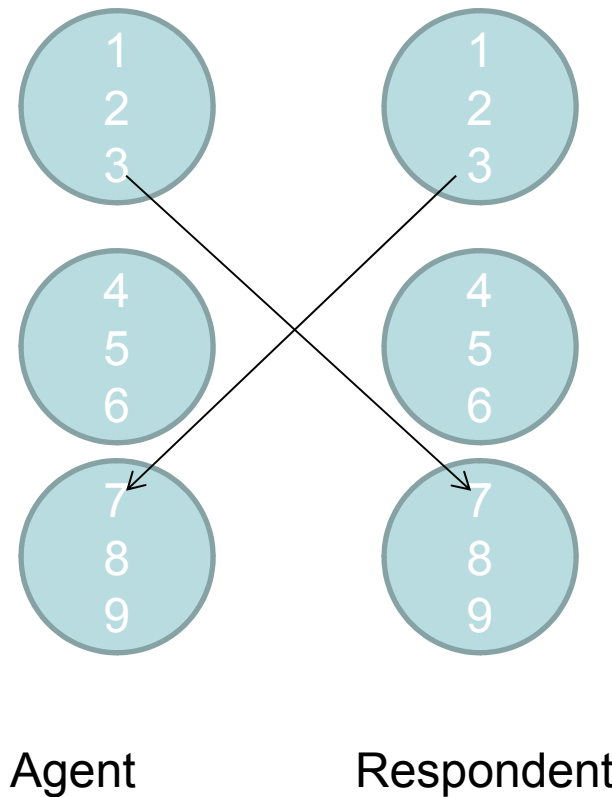
## Crossed Transaction



•Parent

•Adult

•Child



**“Each aspect, Parent, Adult, Child is entitled to equal respect  
and has its legitimate place in a full and productive life”**

***Games people play: The psychology of human relationships***

Eric Berne (1964)

If you want to read more about Transactional Analysis

***What do you say after you say hello?:*** Eric Berne (1974)

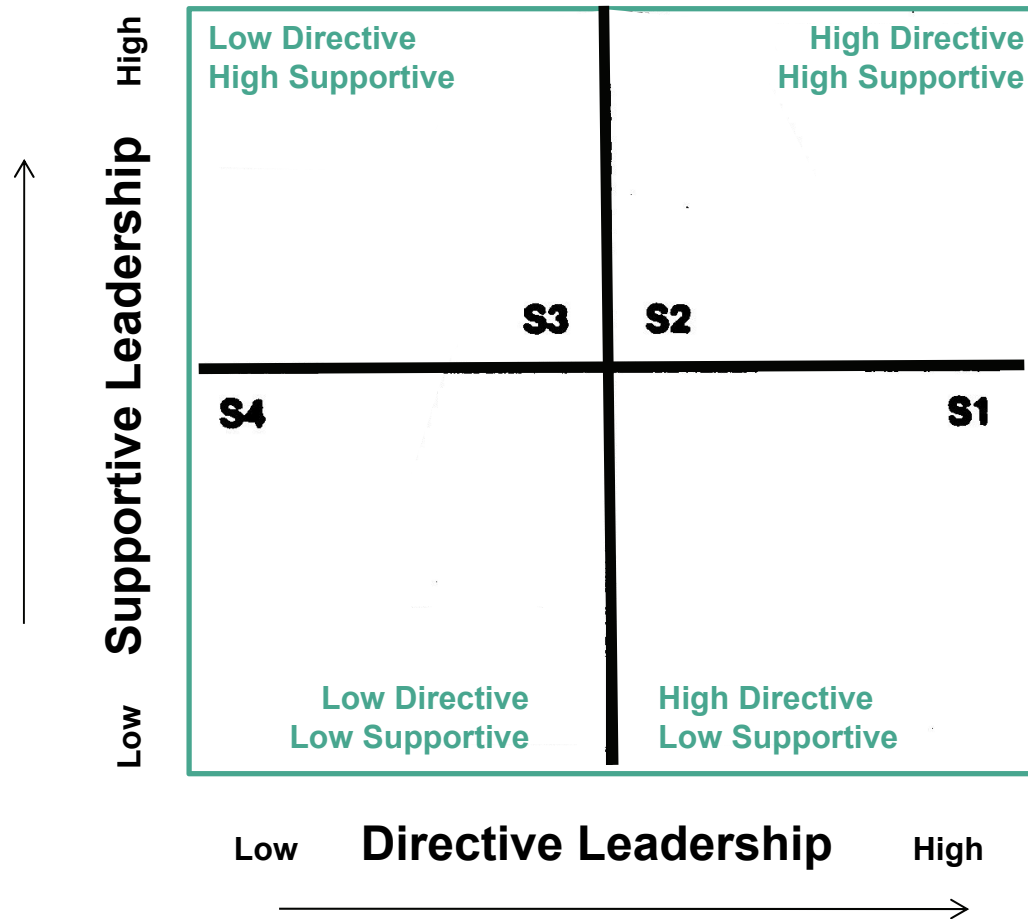
***TA Today:*** Ian Stewart, Vann Joines (1987)



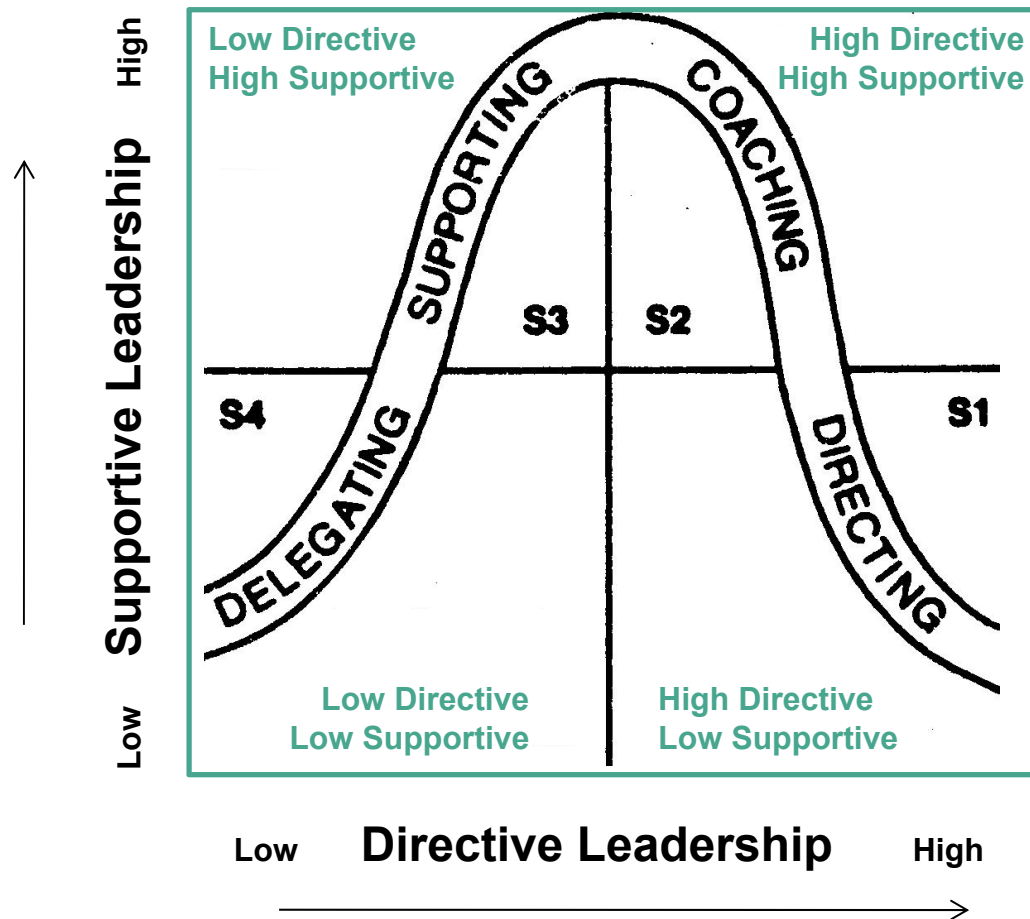
# LEADERSHIP STYLES



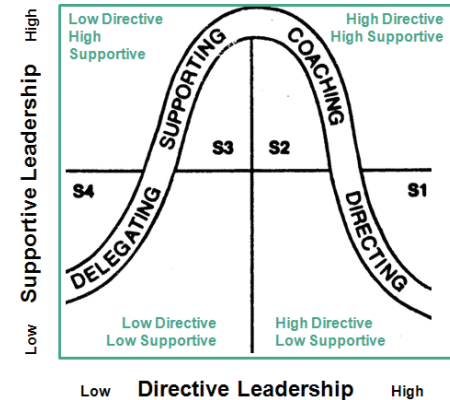
# Four Leadership Styles



# Four Leadership Styles



## Four Leadership Styles 2



- You can travel both ways round the chart
- Progress depends on the stage of the development of the subordinate
  - (and the skill of the leader)
- Not all members of the team will be at the same stage
- It's dangerous to miss out a stage
  - Jumping from Directing to Delegating may be symptom of a leader abdicating
  - Jumping straight from Supporting to Directing will demotivate
  - Jumping straight from Coaching to Delegating may destroy confidence
  - Etc.



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In such relationships there are 4 possible variables

1. The subordinate's self confidence
2. The leader's confidence in the subordinate
3. The subordinate's confidence in the leader
4. The leader's self confidence

I will assume that the leader's self-confidence and the subordinates confidence in the leader are always high.

–In real life this is not always the case!

As the relationship moves round the chart it is interesting to see how the other two vary

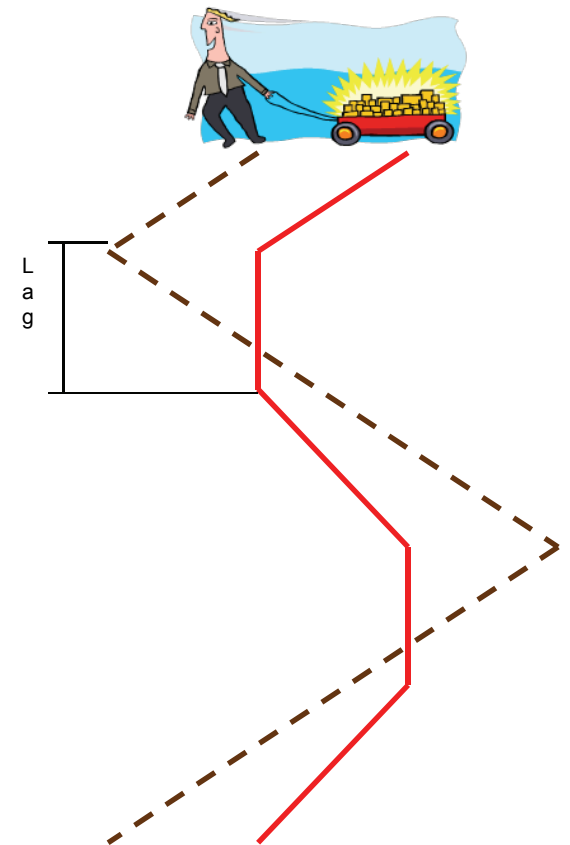
# Relationship dynamics

↓

| Sector     | Leader's confidence in subordinate | Subordinate's self confidence |
|------------|------------------------------------|-------------------------------|
| Directing  | Low                                | Low                           |
| Coaching   | Increasing                         | Increasing                    |
| Supporting | Increasing                         | Increasing                    |
| Delegating | High                               | High                          |

↑

| Sector     | Leader's confidence in subordinate | Subordinate's self confidence |
|------------|------------------------------------|-------------------------------|
| Directing  | Low                                | ?                             |
| Coaching   | Reducing                           | ?                             |
| Supporting | Reducing                           | ?                             |
| Delegating | High                               | ?                             |





# SELECTION TECHNIQUES

# Selection techniques

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- Interviews
- Psychometrics
- Networks



# INTERVIEWS



# Interviews

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1. To avoid the risk of being sued:
  - You must avoid prejudice with respect to age, gender, sexual preference, race
  - Some suggest you must ask every candidate the same questions
2. On the other hand you really want to find out as much about the candidate as possible
3. My approach is to ask factual rather than hypothetical questions



## Before the interview

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- Study the advert and job description you have written (really do this!)
- Really read the application before the interview day
  - in case you want to do some research about the candidate
  - look up their name and previous employers on [www](#)
- Compare the facts in the application with what you have asked for
- If there is a mismatch that the candidate has not addressed note it as a discussion point.
  - E.g. if you asked for three years experience in a senior management position and the candidate hasn't any (but for some other reason you have still decided to see them!) investigate whether they have thought about this. If not help them do so when you meet.
- Look for gaps in cv. If it is a complex one I use Excel to chart it

# Excel CV Format



|      |    | Industry                      |                                          | Academia                                       |
|------|----|-------------------------------|------------------------------------------|------------------------------------------------|
|      |    | Employer                      | Role                                     |                                                |
| 1966 | 19 |                               |                                          | St Catherine's College, Oxford<br>BA (Physics) |
| 1967 | 20 |                               |                                          |                                                |
| 1968 | 21 |                               |                                          |                                                |
| 1969 | 22 |                               |                                          |                                                |
| 1970 | 23 | Thor Cryogenics               | Project Engineer                         | D Phil<br>(Cryogenic Engineering)              |
| 1971 | 24 |                               |                                          |                                                |
| 1972 | 25 |                               |                                          |                                                |
| 1973 | 26 |                               |                                          |                                                |
| 1974 | 27 | Oxford Instruments            | Project Engineer                         | HNC<br>Mechanical Engineering                  |
| 1975 | 28 |                               |                                          |                                                |
| 1976 | 29 |                               | Development Engineer                     |                                                |
| 1977 | 30 |                               | Development Manager                      | Diploma in<br>Accounting & Finance             |
| 1978 | 31 |                               | Cryogenics Manager                       |                                                |
| 1979 | 32 |                               | Sales & Marketing Manager                |                                                |
| 1980 | 33 | Oxford Analytical Instruments | Managing Director                        |                                                |
| 1981 | 34 |                               |                                          |                                                |
| 1982 | 35 |                               |                                          |                                                |
| 1983 | 36 |                               |                                          |                                                |
| 1984 | 37 | Microsystem Design            | Managing Director                        |                                                |
| 1985 | 38 |                               |                                          |                                                |
| 1986 | 39 | Microlec plc                  | Managing Director                        |                                                |
| 1987 | 40 |                               |                                          |                                                |
| 1988 | 41 | Oxford Asymmetry              | Managing Director                        |                                                |
| 1989 | 42 |                               |                                          |                                                |
| 1990 | 43 |                               |                                          |                                                |
| 1991 | 44 |                               |                                          |                                                |
| 1992 | 45 | Oxford Semiconductor          | Managing Director                        |                                                |
| 1993 | 46 |                               |                                          |                                                |
| 1994 | 47 |                               |                                          |                                                |
| 1995 | 48 |                               |                                          |                                                |
| 1996 | 49 | Isis Innovation               | Managing Director                        | St Catherines College                          |
| 1997 | 50 |                               |                                          | SCR member                                     |
| 1998 | 51 |                               |                                          | Saïd Business School Oxford                    |
| 1999 | 52 |                               |                                          |                                                |
| 2000 | 53 | Cam Ent Obs                   | Deputy Chairman                          |                                                |
| 2001 | 54 |                               |                                          |                                                |
| 2002 | 55 |                               |                                          |                                                |
| 2003 | 56 |                               |                                          |                                                |
| 2004 | 57 | OGT NED                       | Board Observer Or Non Executive Director | Fellow by Special Election                     |
| 2005 | 58 |                               |                                          |                                                |
| 2006 | 59 |                               |                                          | Chairman Oxford Science Enterprise Center      |
| 2007 | 60 |                               |                                          | Visiting Professor of Science Entrepreneurship |
| 2008 | 61 | BB Obs                        |                                          |                                                |
| 2009 | 62 |                               |                                          |                                                |
| 2010 | 63 | LMT NED                       |                                          | Associate Fellow                               |
| 2011 | 64 |                               |                                          |                                                |



# Interviewing

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- Have more than one of you
  - It's easier to observe when you are not interacting
  - Decide what you want to know
  - Decide who will cover what
  - Use a pro-forma (of your own design)



# Interview Proforma

- Fill in as much as you can in advance
- You don't have to do it in sequence
- Identify order of questions
  - & who asks what
- Don't write stuff you may regret
  - E.g. "This guy is very boring"
- In extremis you may have to disclose this piece of paper

| Interview Record Sheet |  | Name               |
|------------------------|--|--------------------|
| Location               |  |                    |
| Personality Appearance |  | Education          |
| Family                 |  |                    |
| Likes                  |  |                    |
| Dislikes               |  |                    |
| Strengths              |  | Career Progression |
| Weaknesses             |  |                    |
| Current job            |  |                    |
| Current Salary         |  |                    |
| Wants                  |  |                    |

|           |
|-----------|
| Questions |
| +         |
| -         |



# What to ask, and what not to ask

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- Start with an easy one about their cv
- Ask factual questions
- People are much less likely to exaggerate / lie about facts
  - E.g. What is the biggest team you have managed?
- Don't ask hypothetical questions
  - E.g. Do you think you could manage a team like the one we have?
- Don't tell them the answer in advance
  - E.g. We are looking for someone bright and entrepreneurial, how would you describe yourself?
- Ask open questions
  - E.g. Tell me about a time when you increased someone's effectiveness
  - Follow up : how successful was it ? (look for facts in the answer)
  - "How, why, what, when, where". Not questions with a yes/no answer



# Atmosphere

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- People give a much more realistic performance if they are enjoying it
- You are selling the job to them so don't be nasty
  - Most people don't want to work for a nasty boss
- Don't argue with your colleague in front of interviewees
  - Most people don't want to join a disunited team
- Assume they will be nervous and initially may behave non-typically
  - Therefore help them settle and don't jump to conclusions



## After the interview

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- Immediately review your notes
- Confer with your colleague on what you have learned
- Review with your colleague how you did
  - This is particularly useful if you are doing a series of interviews
  - because you can then improve your own performance as the day progresses
- Get back to the candidates ASAP preferably phone them yourself
  - This shows courtesy and starts to build a working relationship.
- Always get references



## Getting References

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- Sometimes people will only give written ones
- I prefer to phone the referee
  - Say who you are, what the job is & that the candidate has nominated them
  - Ask about facts (start date, end date, salary etc.)
  - Ask about strengths
  - Ask what advice the referee would give to the new boss
    - This is better than asking about weaknesses and shows the referee that you care what they have to say
- If you decide not to bother with references work out what you will say to your investors / boss when the appointee turns out to be a con artist



# Networks

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- Many jobs are filled from network contacts
- Sometimes your own network can produce a candidate
- Try to treat them as any other candidate
- If they expect to bypass the process they are probably not right for the job
  - Because they have not accepted that the job is in your gift
  - If they are insubordinate now what will they be like as an employee?
- Don't grab this as a low-effort low-cost way of recruiting unless you really do get the right person
- It's much easier to hire people than fire them



# PSYCHOMETRICS



# Psychometrics

- Questionnaire-based tests to parameterise personality and behavioural traits
  - There are many different ones
- e.g. Myers Briggs has 88 “forced-choice” questions

| Dichotomies          |                      |
|----------------------|----------------------|
| <b>E</b> xtraversion | <b>I</b> ntroversion |
| <b>S</b> ensing      | <b>i</b> Ntuition    |
| <b>T</b> hinking     | <b>F</b> eeling      |
| <b>J</b> udging      | <b>P</b> erceiving   |

- The results can be very helpful in subsequent interviews but are dangerous if used alone or by untrained practitioners



# MANAGEMENT & TEAMS



# Management

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- A manager is given authority over resources by the owner of the resources
- to achieve an objective set by the said owner
- So the fundamental tasks of a manager are:

## 1. Control

The resources that the owner has entrusted

## 2. Coordinate

The activities of the staff for which you are responsible

## 3. Manage the boundaries

Between the resources and the rest of the world



## Impact on team considerations

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- Looking at the team with this in mind our “greater team” divides into:
  - those we control directly (staff, company assets) whom I will term *insiders*
  - those we don’t (advisors, accountants, lawyers, bankers, officials) *outsiders*
- Of course we can fire some of the outsiders but that is time consuming and disruptive so let’s look for a better way;
- How to make friends and influence people. Dale Carnegie 1936
- This is actually just as relevant with employees as it is with outsiders

## You need the people who will:

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- Define the offering
  - Marketing
- Develop the offering
  - IP, Product development (finish it!)
- Acquire or produce the offering
  - Purchasing, production
- Deliver the offering
  - Sales
  - Deliver what the customers think they bought!
- Collect the money
- The Leader

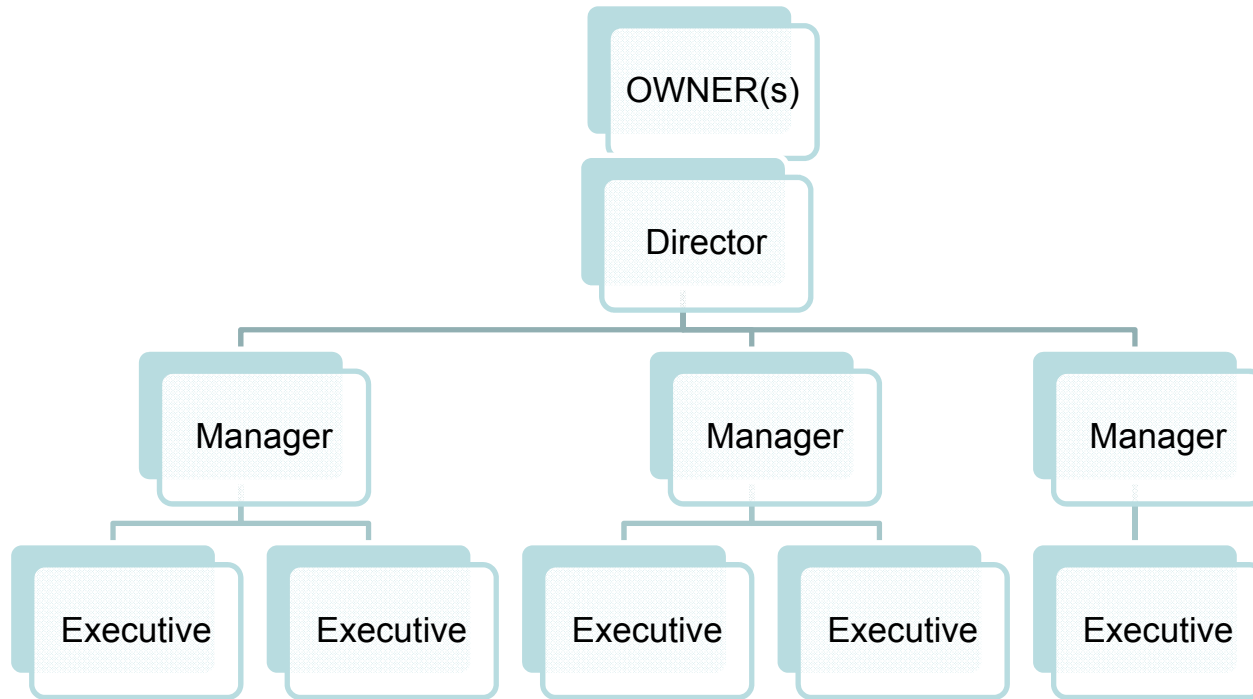


# Investors

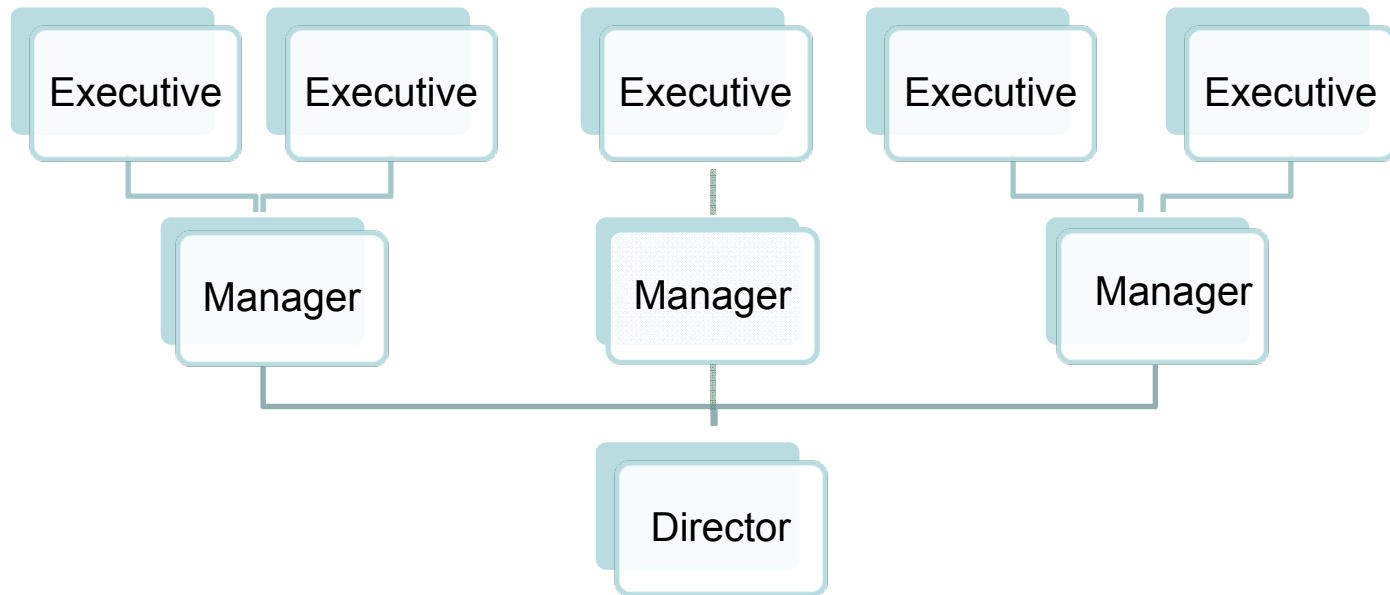
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- Investors like to see a full team
- Start-ups hardly ever have one!
- Recognise this and have a plan
  - Difficult because of team dynamics
- Talking about the long term plan may be problematical
  - Don't lose the business because you don't want to offend a mate

# Authority

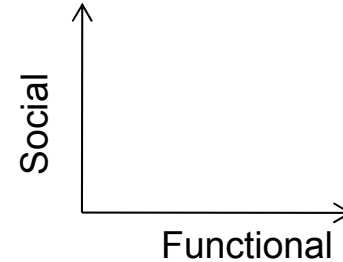


# Support



# Teams

- In the team each member has two roles
  - Functional role e.g. sales, production etc
  - Social role e.g. conciliator, stirrer etc
  - Showing these as orthogonal axes emphasises their mutual independence
- There is no reason anyone should be good at both
- In the team you need to cover all the functional needs
- and enough of the social needs
  - E.g. in a singing group:
    - Some will be good singers and OK readers
    - Some will be good readers and OK singers
    - Some are good at both but a bit difficult to work with
    - Others are only OK readers and singers but really good at de-fusing fights
  - The point is between them they cover both the functional and the social needs





# Matrix Management

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| Function  | Sales | Design | Production | Shipping |
|-----------|-------|--------|------------|----------|
| Product 1 |       |        |            |          |
| Product 2 |       |        |            |          |
| Product 3 |       |        |            |          |
| Product 4 |       |        |            |          |

Function Managers rule and allow Product Managers access to their resources



# Matrix Management

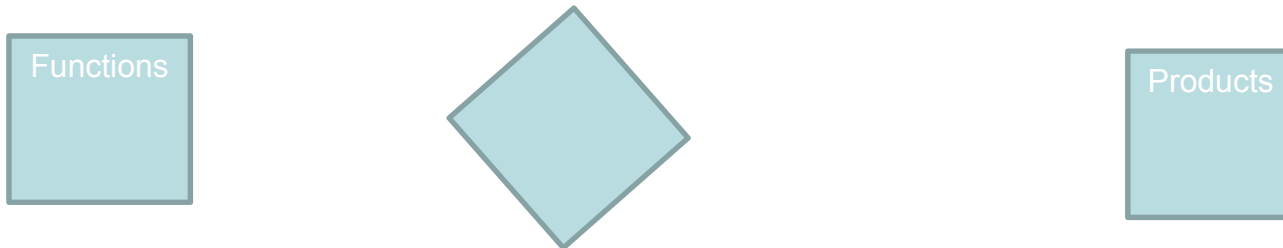
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| Function   | Product 1 | Product 2 | Product 3 | Product 4 |
|------------|-----------|-----------|-----------|-----------|
| Sales      |           |           |           |           |
| Design     |           |           |           |           |
| Production |           |           |           |           |
| Shipping   |           |           |           |           |

Product Managers rule and “employ” bits of functions

# Matrix Rotation

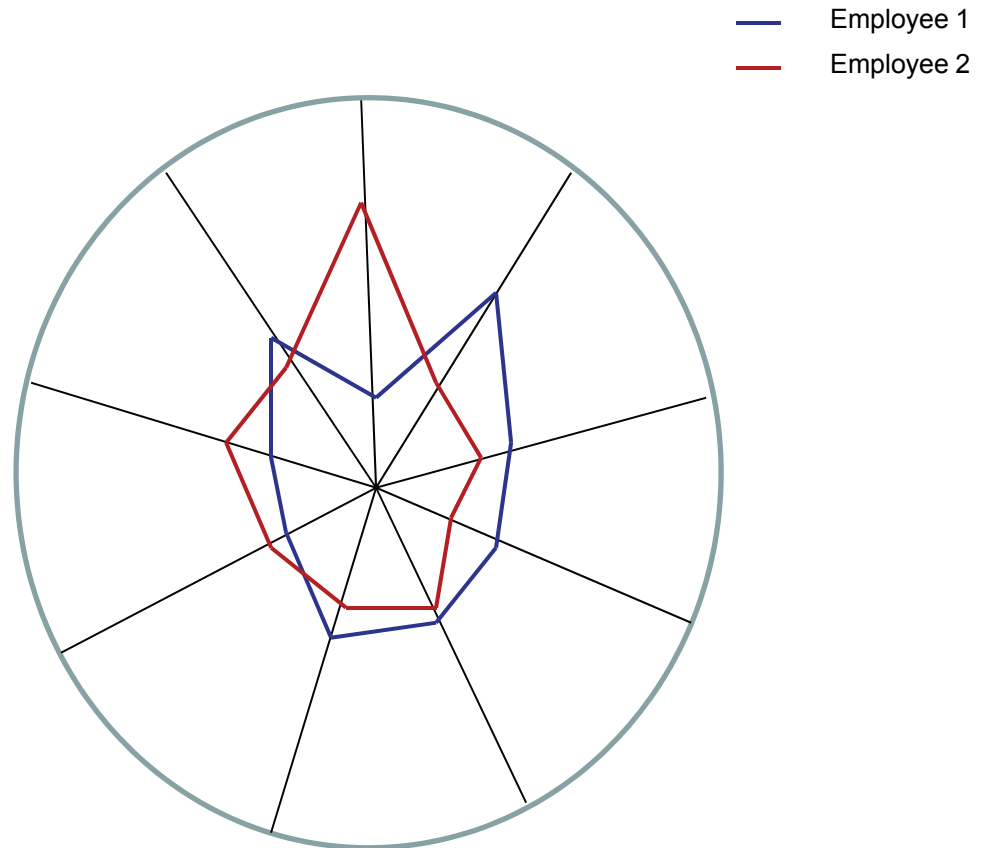
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- Matrices can rotate but it is vital that the leader is capable of understanding the power structure (and optimising it)
- In real life, however hierarchical the staff chart, there is always a deal of “horse trading”
  - so really all organisations are matrices to a greater or lesser extent.
- Shared resources, like shared toys, are always a management challenge so the leader needs to be able to set up a structure that works, and then run it

## Team Roles (Belbin)

1. Plant
2. Resource Investigator
3. Coordinator
4. Shaper
5. Monitor Evaluator
6. Teamworker
7. Implementer
8. Completer Finisher
9. Specialist





# Team Roles

| Name                     | Role                                                                                                                               | Strengths                                                                                            | Potential Weaknesses                                                          |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| Chairman                 | Controls the way the team moves forward,<br>recognizes team strengths and weaknesses,<br>utilizes team's resources                 | Commands respect<br>inspires enthusiasm<br>timing & balance                                          | May not possess creative or<br>intellectual power                             |
| Shaper                   | Sets objectives & priorities,<br>imposes shape on discussion and activities                                                        | Drive & self confidence                                                                              | Intolerant towards vague ideas and<br>people                                  |
| Innovator                | Creates new ideas & strategies                                                                                                     | Independence, intelligence imagination                                                               | May be impractical or weak in<br>communications                               |
| Monitor/<br>Evaluator    | Analyzes problems<br>evaluates ideas                                                                                               | Critical thinking                                                                                    | Overserious, hypercritical                                                    |
| Company<br>worker        | Turns concepts into plans<br>Carries out agreed plans systematically and efficiently                                               | Self discipline, realism<br>Practical common sense                                                   | May lack flexibility<br>Unresponsive to new,<br>un-proven ideas               |
| Team Worker              | Supports team members strengths<br>Underpins shortcomings,<br>Improves internal communications, team spirit                        | Humility, flexibility, popularity & toughness,<br>distaste for<br>friction & competition             | Tends to gossip if underemployed                                              |
| Resource<br>Investigator | Explores & reports on ideas & resources outside the group<br>Creates external contacts and<br>conducts any subsequent negotiations | Outgoing relaxed personality,<br>inquisitive strength,<br>ability to see possibilities in new things | May be overenthusiastic<br>with a lack of follow-up                           |
| Completer                | Protects team from errors of commission or omission<br>Actively searches for aspects needing more attention<br>Sense of urgency    | Combines a sense of concern with sense of order<br>& purpose<br>Self control.                        | May be impatient & intolerant<br>to those of casual disposition and<br>habits |

# Building influence Or controlling without authority

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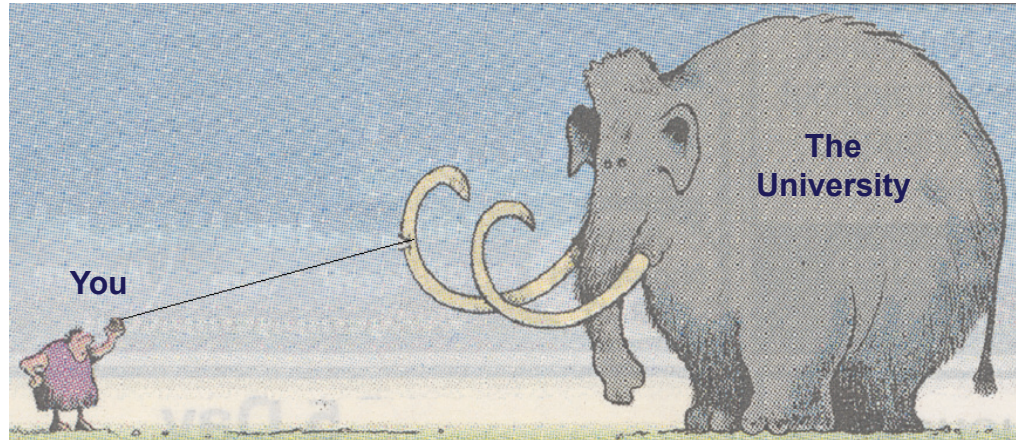
- With both outsiders or insiders
- Invest in the relationship
  - Their priorities (not yours)
    - Align interests
    - Active listening
  - Go and see them when there is no overt agenda
    - Remember the concert pianist who does most of their playing when nobody is listening.
  - Do your communicating when there isn't a crisis
    - So when there is, you already have the channels open
  - The amateur musician practises until they get it right
  - The professional practises until they can't get it wrong

# “Managing” your relationship with a university

or any other organisation over which you have little or no influence



University of Oxford  
**Centre for Entrepreneurship  
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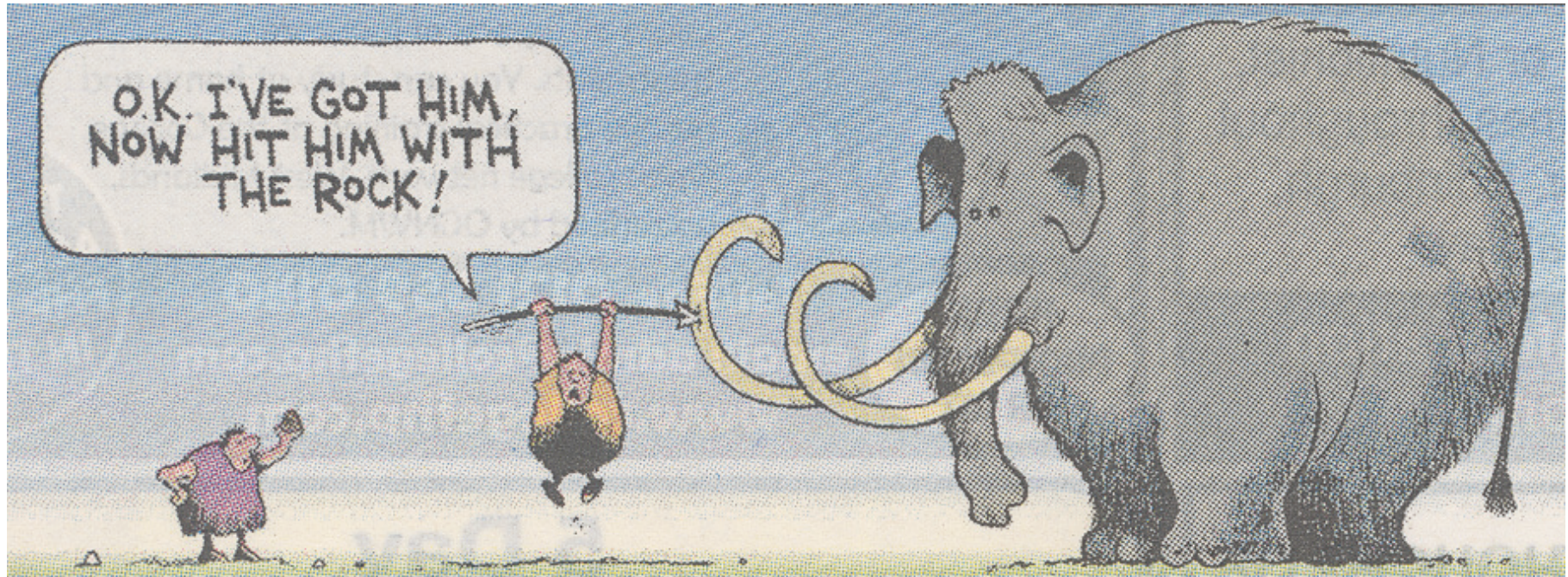


1. Walk along with the elephant
  - In whichever direction it chooses to go
  - Until it gets used to you
2. Start to pull gently on your rubber band
3. If you pull too hard or too suddenly
  - You will break your rubber band and
  - Have no further influence over the elephant

# But



- Don't forget you will never have complete control



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