

ON TEAMPRENEURSHIP

1. Teams are not a fad or trend. They have always been and will always be part of any human activity where *efforts of many different people are needed to achieve a goal that benefits all who are involved*. Homo sapiens is a social creature and working as a part of social community is much more natural for him or her than working alone.
2. Operating as team is suitable for *activities* that: (1) are complex, (2) require achievement of big goals and (2) where it is not fully known how to achieve this goal.
3. *Team skills* must be learnt together. Individual can only learn these skills by operating as a team member for a long period of time with real responsibility and real freedom, not with simulations or by doing group work now and then. Both educational institutions (e.g. universities that educate people to work in business) and workplaces themselves have a responsibility to help people to learn team skills.
4. *Responsibility* and *freedom* go hand in hand in teamwork. Team needs to have freedom to act and decide on things but its members must also carry the responsibility for results. Team must get rewarded for teamwork in one way or other. Teamwork is inherently like entrepreneurship. But working as a part of a team, individual learns entrepreneurship.
5. Good teams give *peer support* and encouragement to its members when problems arise. Thus teams make individuals more entrepreneurial than they would be acting alone.
6. Teams need *leadership*. Although the authority role from one member to another may change in different situations, an appointed team leader is needed. To our experience, totally self-directed teams with no appointed leaders are not effective. The paradox is: the more you increase freedom, the more you need leadership.
7. Teams need *team coaching* (coaching that is directed to concern the whole team, not just coaching individuals). Team-coach is a person who helps the team to learn and “to make sense of things”. Team-coach’s role is different from manager’s role, although a manager can be a team-coach.

8. In the end, teams are *vehicles* for individuals to achieve their personal goals. Team must give value to the individuals that work in them in one way or other. Thus teams must only be used when individuals feel a need to use them. Team must exist to serve the individual, not the other way around. “Common good” is only achieved by fitting personal goals together.
9. Teams must face *real challenges* and do real work. Real life develops the team and its members team skills most effectively. Real life is different from team courses, team training or any other activity that is not strongly linked to real life results and responsibility. The same applies to entrepreneurship.
10. There is nothing mystical in teamwork. Team members do not have to be “great geniuses”. Team does not need “great leaders” or “super coaches”. *Ordinary people can be extraordinary together* – that’s the magic. As Peter Senge writes in The Fifth Discipline: “People yearn to part of a great team. They want to be part of something larger than themselves - to be connected and to be generative. Truly great teams stand out as singular periods of life that people feel that they have lived to the fullest. Some people spend rest of their lives looking for ways to recapture that spirit.”

Defining teampreneurship: Teampreneurship is entrepreneurship activity that is carried out by using a team as a vehicle to get business results and learn in practical way. This activity can be carried out in variety of contexts such as small business networks, co-operative companies, educational settings (e.g. universities) or major organizations. In some cases it is done as intrapreneurship, although the line between entrepreneurship and intrapreneurship is blurred.