



# **Creating Team Entrepreneurs!**

Introducing Team Academy Approach

Dec 2010

# Basic Information on Team Academy Finland

- Degree Programme in Enterprise Development, **Jyväskylä University of Applied Sciences**
- Founder: Johannes Partanen in 1993
- Annual budget (for education, 2009): **0,75 million €**, 100% government funded (as are all other schools in Finland).
- Team Academy uses **Partus Methods** to educate team-entrepreneurs.
- Staff: 5 full-time and 2 part-time coaches. (2009)
- Students: **200 learners in 12 teams** who will graduate as Bachelors of Business Administration during 3,5 year learning path. Each year 50 students start their studies and the same amount graduates. (2010)
- Team academy's teams operate as independent co-operative companies.
- Adult learning programs include over 200 students. These programs consist of further education for adults in the areas of entrepreneurship and management. Programs have been outsourced to Partus Ltd.

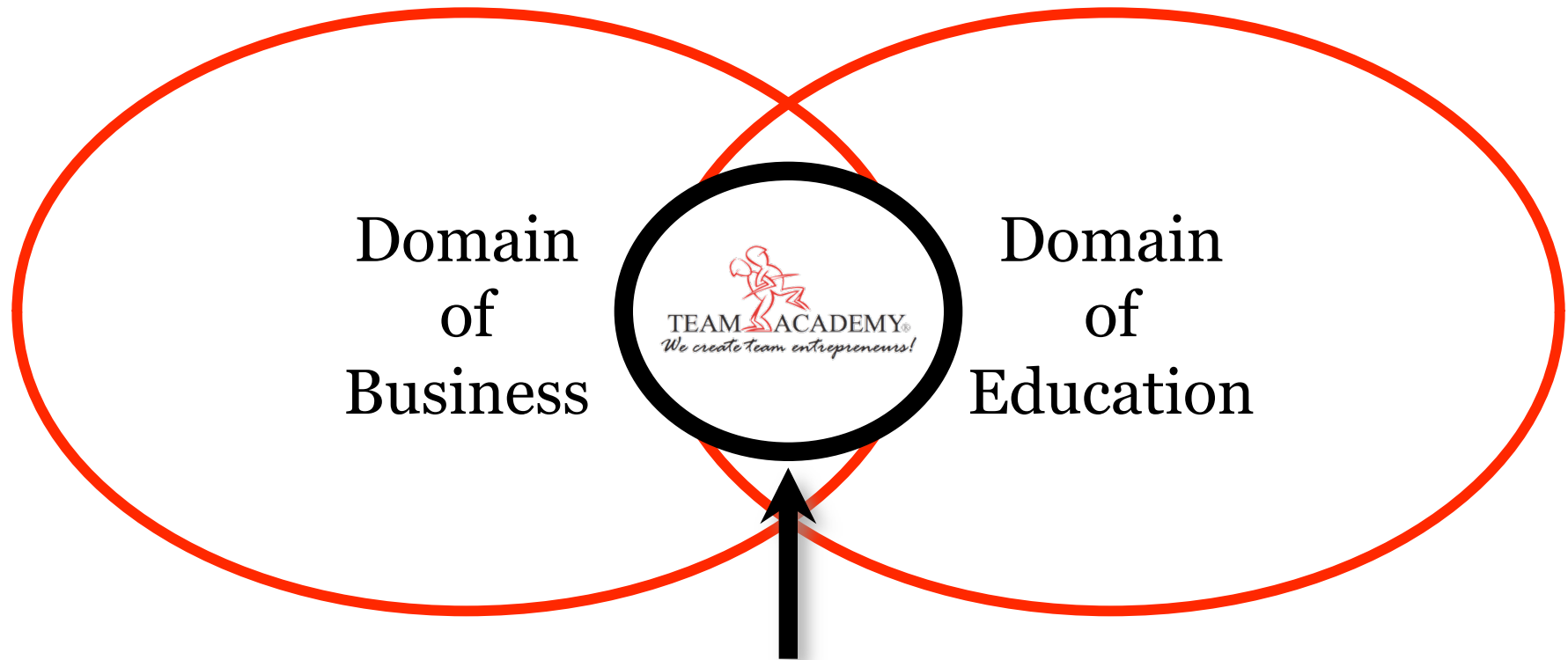
# Team Academy Finland's Track Record

- Over **600 graduates** (Bachelor of Business Administration) with diploma and qualifications in team entrepreneurship. (1993-2010)
- Graduation ratio in 2009 was **85 %**.
- **91 %** of graduates were employed (as entrepreneurs or employees) within 6 months after graduation. (2009)
- **37 %** of graduates are active entrepreneurs in their own companies within 6 months after graduation and **47 %** are entrepreneurs after 2 years of graduation. (2009)
- Team Academy **has given birth to 17 companies** in addition to the co-operatives that operate within Team Academy during study time.
- Over **2000 real-life projects**.
- Numerous national **awards** for innovative learning methods and development of entrepreneurship.

# Trophy Gallery - Awards

- Quality Award from Ministry of Education (2000)
- Iron Cross, award for creating innovative learning methods from Chamber of Commerce (2000)
- Productive Idea – award (1997)
- Markkinaseppä -award, award for excellent marketing in Central Finland (1994)
- Young Peoples' Employment Promoter -award, European Union (1999)
- Innosuomi -award, award for innovative practices in Finland (2000)
- Entrepreneurial Europe - competition's first price (2006, for Y4 –ideology)
- The Chamber of Commerce of Central Finland's 1st Price of Export for Team Academy (2007)
- EFMD –network's Excellence in Practice –award, 2nd price amongst the top European business universities (2008)

# Two Worlds Combined



**Team Academy at the  
intersection of two worlds**

# Hard Numbers on Team Academy Finland

Key figure / statement (given by a graduate from Team Academy)	2005	2006	2007	2009	Finnish national average 2006 in universities
Employment level immediately after graduation	78 %	81 %	86 %	91 %	70 %
Entrepreneurship level immediately after graduation	22 %	30 %	28 %	37 %	2,5 %
Teachers were competent and teaching was high-quality	81 %	65 %	83 %	*	77 %

Key figure	2005	2006	2007	2009	Finnish national average 2006 in universities
Ratio of students per full-time teachers	78,5	58,6	58,6	*	25,8
Ratio of graduates per full- time teachers	16	12,7	11,7	*	4,2

\* Not accurately known at this time, sorry.

# Learning Methods

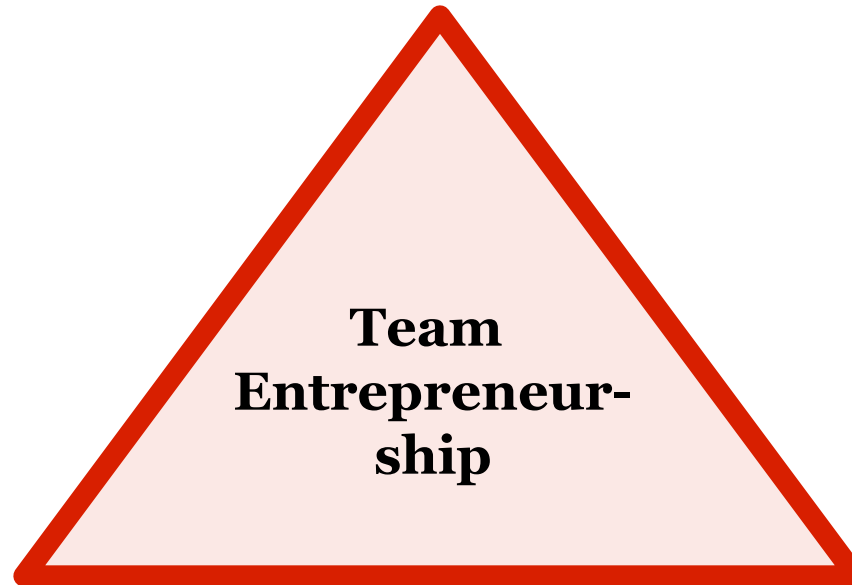
- Team Academy uses innovative learning methods to educate team-entrepreneurs.
- Main learning methods are **team learning** and **learning by doing**.
- Learning is supported with theory studies and coaching.
- Pedagogy is a modification of radical **sosioconstructivism** and **exploratory learning**.
- Methods have been developed in the context of entrepreneurial development and are "home-made".

# Innovative Approaches to Entrepreneurship Development

1. Radical sociocostructivism
2. Exploratory learning
3. Learning by doing and action learning
4. Team learning (dialogue)
5. Teams provide peer support to individuals
6. Real problems, real projects, real customers
7. Process learning (no discipline silos such as “marketing” or “management”)
8. Replacing traditional “school environment” with open-space office
9. Evaluation on multiple levels (individual, team and organization) and fully integrated quality system (used by team members themselves)
10. Coach stays with the team for the whole learning path
11. Extremely flexible theory studies and applying theory directly into practice
12. Team company as tool for learning and doing projects
13. Various leadership positions within the unit for team members for leadership capability development

# Cornerstones of Team Entrepreneurship

**Team Leadership**



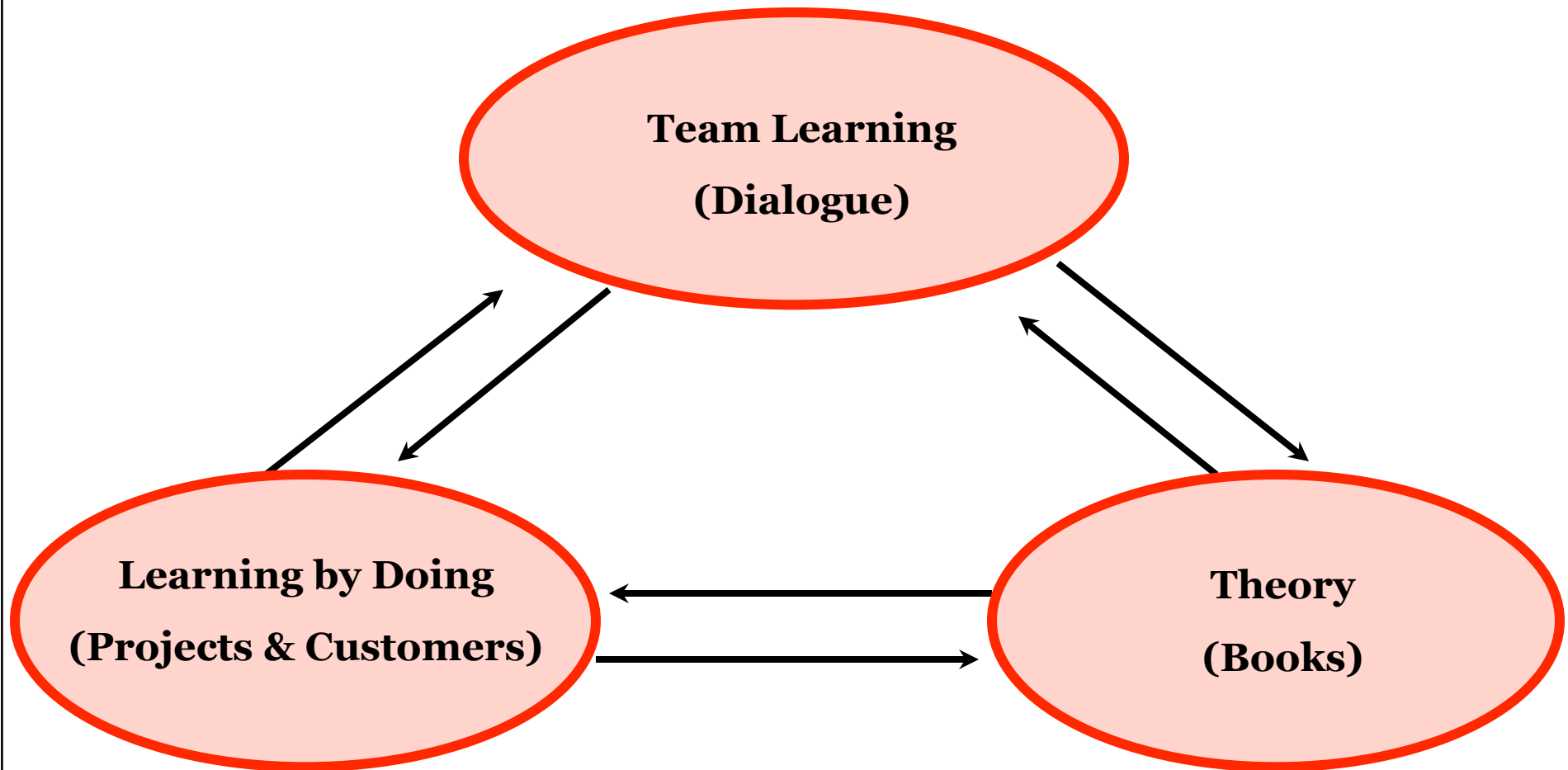
**Team Coaching**

**Team Learning**

# Some Views on Entrepreneurship

- Way of thinking and seeing the world
- Way of operating from one's own starting point
- Part of company's or community's culture
- Use of one's own unique talents and personality
- Way to earn money
- Way to see new possibilities where others can't see them
- An attitude that can be learnt

# Three Ways of Learning (1/3)



# Team Companies

- Team companies operate as co-operative firms. All of them are **independent organizations** and thus Team Academy has no formal authority on their business. **Team Academy only provides them coaching as part of education.**
- Team companies typically consist of **10 to 20** student-entrepreneurs.
- **All educational costs are paid by the government.** All students in Finland receive financial support for living from the government. In addition to these services such as health care are fully paid by the government.
- **All business costs are paid by team companies.** They pay 10-30 € per person per month to Team Academy for office rent.
- All team **companies must themselves find and manage their projects.** Team Academy does only coaching and supports the companies by providing them the rights to use Team Academy's brand.

# Projects

- Projects function both as **learning environments** (for studies and developing individual's competency) as well as **ways of making business** (for team companies).
- Project **sizes vary**: A small project team consists of 2-3 persons and it's budget is 1000€-5000€. Major project may include up to 10 persons (the whole team) and it's budget may reach over 100 000€.
- Typical projects: promotion tours, arranging conferences, creating advertisements, doing marketing research, telephone/personal selling or carrying out training programs.
- **Customers are from all sectors**: micro-companies, major companies or their units, schools, 3rd sector organizations, individual consumers in certain market segments, etc.

# Project Examples

- Planning, arranging and implementing car promotion tour for a car retailer
- Implementing an international conference for Society for Organizational Learning -network in Helsinki, budget over 200 000 €.
- Visual design (logos, ads, web pages, etc.) for various companies
- Consulting and coaching of vocational school teachers in the areas of learning and entrepreneurial development
- Planning and furnishing of fair department for cluster of companies
- Establishing one's own cafeteria and building various services for tourists in Jyväskylä (Central Finland)
- Extensive scale marketing research for a major food supply company

*Project sizes vary: A small project team consists of 2-3 persons and its budget is 1000€-5000€. Major project may include up to 10 persons and its budget may reach over 100 000€.*

# Hard Numbers on Projects in Team Academy Finland

Combined turnover of projects in 2009:  
1,5 million €.

Average turnover of a project in 2009:  
10 000 € / project

Tax revenue generated to society from  
team-companies' activities in 2009:  
330 000 €.

## Projects completed by independent team companies in 2009

Project Size (turnover)	pcs.
Under 2 000 €	15
2 000 € - 10 000 €	52
Over 10 000 €	83
<b>Total</b>	<b>150</b>

# Six Theory Domains

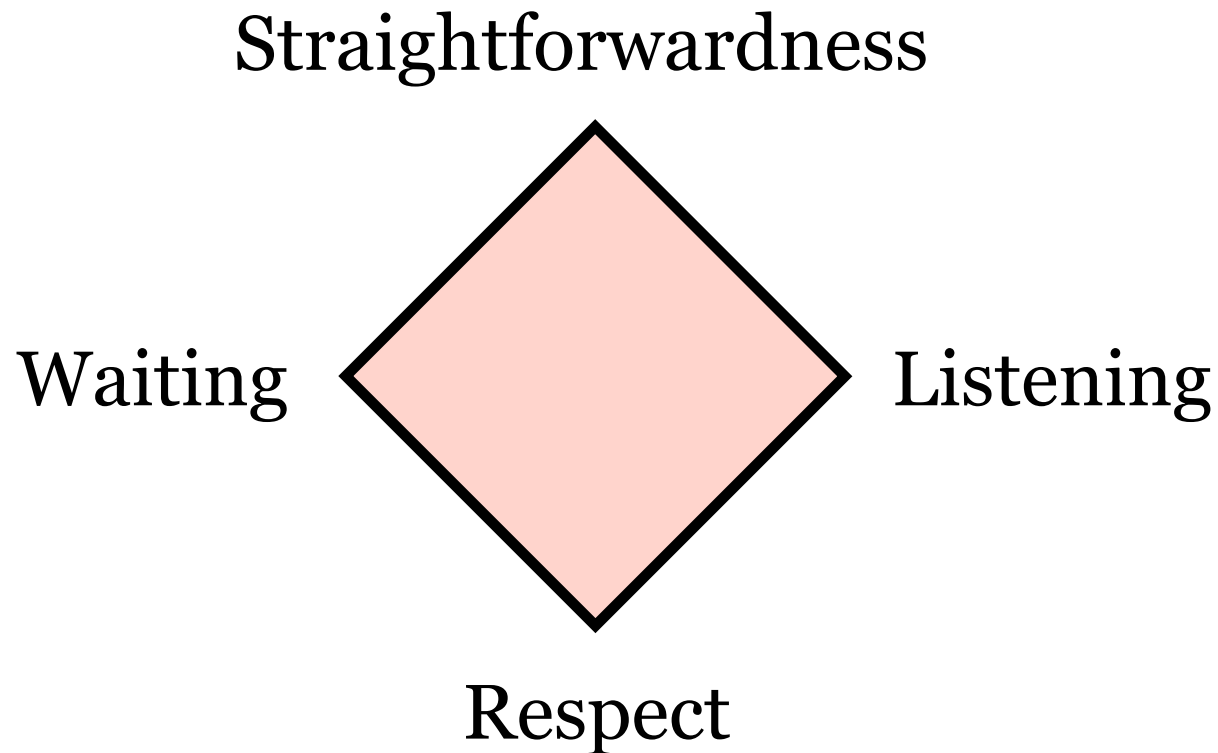
*Categories of books read in Team Academy*

1. Teamwork & team learning
2. Leadership
3. Marketing
4. Creativity & innovation
5. Entrepreneurship
6. Self-Development

# Team Academy's Learning Tools

- Learning contract (qualitative, personal learning plan that is "negotiated" with other learners)
- Training notebook (learning diary)
- Portfolio
- Team training session (dialogue with a team, 4 hours)
- Birth giving (oral and written presentation on current competency)
- 24-hour birth giving (oral and written presentation to a real-life customer, solving customer's problem within 24 hours)
- Literature (a guidebook with over 1000 articles, learners chooses books to be read) and essays (self-reflection and analyzing ideas taken from books)
- Reflection paper (extensive essay on chosen theme, self-reflection on issues learnt)
- Pre- and postmotorola (reports before and after a project)

# Dialogue's Main Principles



Ref: Isaacs – Dialogue and The Art of Thinking Together; Senge – The Fifth Discipline;  
Bohm & others – Dialogue-A Proposal (article)

# Dialogue and Team Learning

- Dia means “though”. Logos means “meaning”. Dialogue means “**flow of meaning**”.
- Dialogue is form of learning that **teams in learning organization use**.
- The purpose of dialogue is to **go beyond one individual’s understanding** - the whole organizes the parts, rather than trying to pull the parts into a whole.
- Most human thought and thinking is **collective**. In team learning learners actively recognize that.
- In dialogue people become **observers of their own thinking**.

# Coaching Spectrum

Pull  
Coaching  
Non-Directive



- Listening
- Reflecting
- Rephrasing
- Making summaries
- Asking questions
- Offering alternatives
- Giving feedback
- Giving ideas and tips
- Instructing
- Instructing straightforwardly

Push  
Instructive  
Directive

“ God allmighty did not see  
fit to divide up the world to  
accord with the faculties of  
universities. “

**Charles Handy**

# Development of Professional Identity

Development  
of Identity

Entrepreneurship

Direction

Specilization

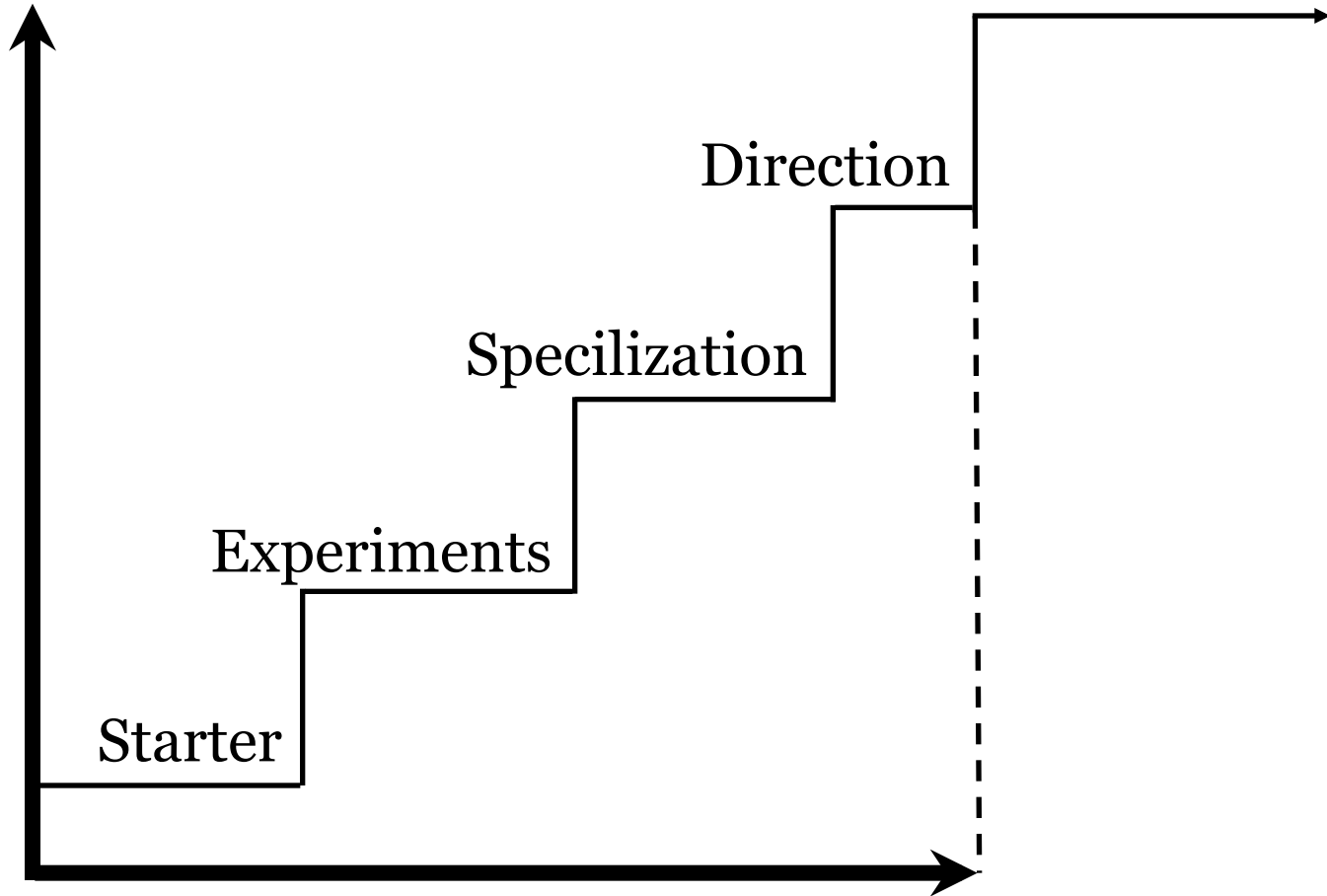
Experiments

Starter

3,5 years



TEAM ACADEMY®  
*We create team entrepreneurs!*



# Entrepreneurship Identity Development

Year	Theme	Learner's Role	Coach's Role	Main Focus
0-1	Starter	Observer	Director	Learning to learn
1-2	Experiments	Doer	Question maker	Leadership
2-3	Finding One's Path	Specialist	Resource finder	Customers
3-3,5	Direction	Result maker	Expert	Innovation
3,5-...	Entrepreneurship	Entrepreneur	(as needed)	(as needed)

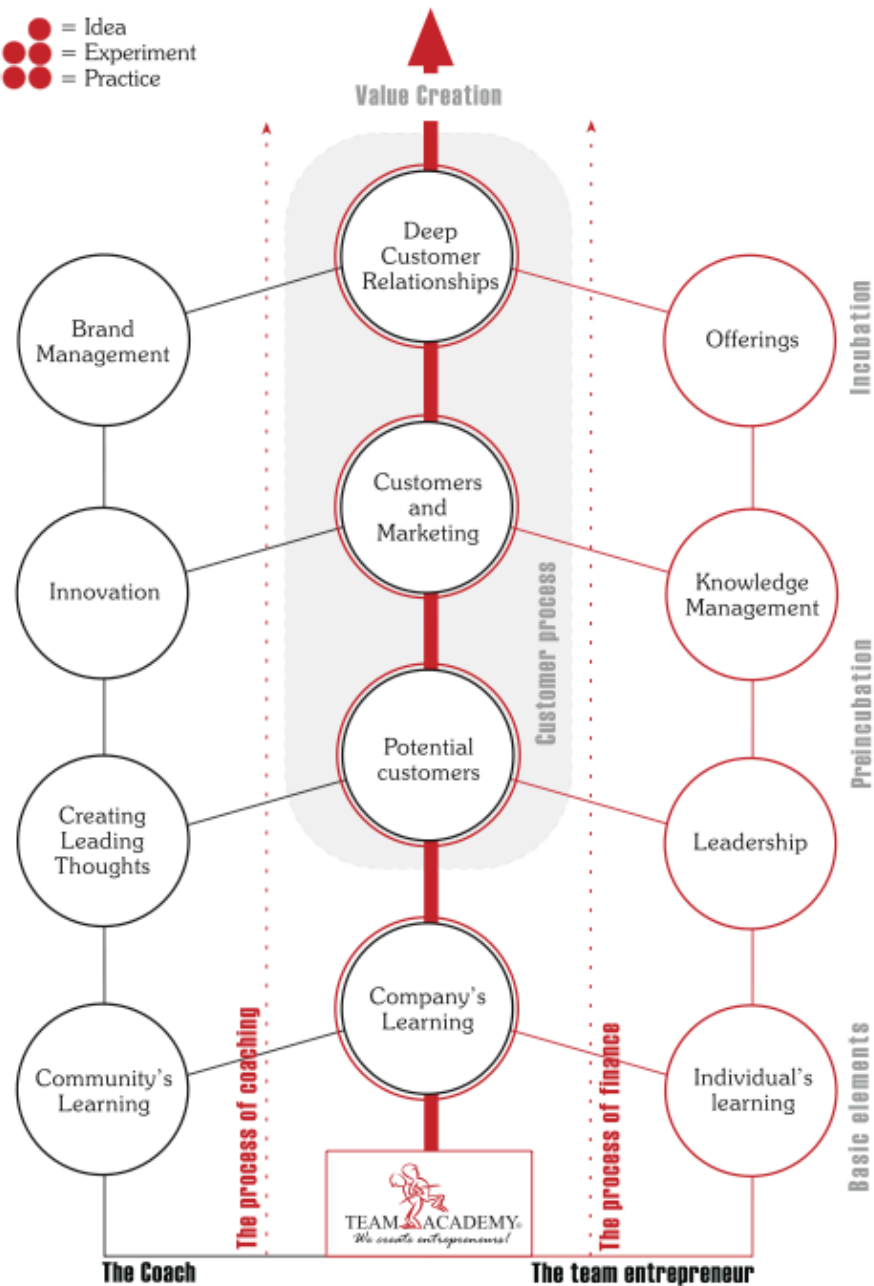
# Curriculum & Credits in Team Academy Finland

- Basic studies (60 credits)
  - Interdisciplinary studies of The JUAS (21 credits)
    - Orientation, language, communication etc. courses
  - Team Academy's basic studies (39 credits)
    - Six modules, Rocket Model's Learning Processes (E1+E2+E3)
- Professional studies (90 credits)
  - Professional studies for all Team Academy's learners (60 credits)
    - 18 modules, Rocket Models's Processes (C, L, I, B)
  - Selective professional studies for Team Academy's learners (30 credits)
    - Projects (accounting, marketing, event management, etc) and Team Academy's special programs (leadership, marketing, innovation, etc)
- Elective studies (15 credits)
  - Various studies from othes JUAS's units, chosen by learners
- Practical training (30 credits)
  - Five theme modules (5 credits each)
- Bachelor's Thesis (15 credits)
  - Bachelor's thesis & maturity test

Note: Rocket Model's letters refer to the processes of the model as follows:  
E=entrepreneurship, C=customers & marketing, L=leadership, I=innovation & knowledge management, B=brands & strategy.

# The process of creating entrepreneurs

- = Idea
- = Experiment
- = Practice



# Team Academy Finland's Mission

” In Team Academy we learn to operate as team entrepreneurs by using our own team companies.”

# Team Academy Finland's Values

1. Human relationships
2. Learning by doing and practicality
3. Team entrepreneurship
4. Continuous applying of ideas into practice and giving birth to new innovations
5. Travelling

Note: In order of importance, number one being the most important.

# Encouraging Entrepreneurial Start-ups in School Environments (1/2)

## Applications and ideas from Team Academy

- Team activity - same-spirited peer learners give each other courage to act.
- Coaching process - developing of entrepreneur identity is a long process, and it doesn't happen with one course.
- Network - existing network where learners can easily start real-life projects
- Putting individual's dreams and ideas first, "cold reality and facts" second.
- Earning study-credits for entrepreneurial activity (planning, projects, etc.)
- Integrating learning activity to be part of entrepreneurial development (no fragmented courses with no link to entrepreneurship activity)
- Improving professional pride both for learners and coaches - moving away from "I can't" -attitude towards "Can do" -attitude. This pride can only be developed thru leadership, not with mere structural and managerial decisions or orders.
- By establishing companies everybody is given an opportunity to operate as entrepreneurs for real. The company is a tool for action.

# Encouraging Entrepreneurial Start-ups in School Environments (2/2)

## Applications and ideas from Team Academy

- Building a culture and practices that enable learners to learn from their mistakes and failures.
- Making theory studies to serve the learners' current needs, not teacher's or school's agenda. Learner must be able to catch theories flexibly in order to get new ideas to be used in his/her company.
- Focusing action to real-life problems and challenges, not mere simulations. Controlled risks give the learner the opportunity to develop his/her courage and self-esteem. Uncontrolled risks should not be taken.
- Emphasizing self-reflection in order to develop entrepreneurial identity and personal growth.
- Counting every learning situation as "real learning". Learning happens everywhere, not just in the class-room.
- Hiding administrative routines from learner - learner's job is to learn, not to do administrative work (it is administrative staff's duty!)
- Connecting learners and experienced entrepreneurs in different ways. There should be two-way dialogue about experiences. Start-ups learn best from experienced entrepreneurs thru stories.