Welcome to

CBS Startup Leadership

AGENDA

○ Welcome from CSE

● Framing of today's topic by CBS Startup Leadership

- Who are we, and what's today's ambition?

- Why pay attention to startup leadership?

○ Working with yourself in the leadership role

- Facets of startup leadership

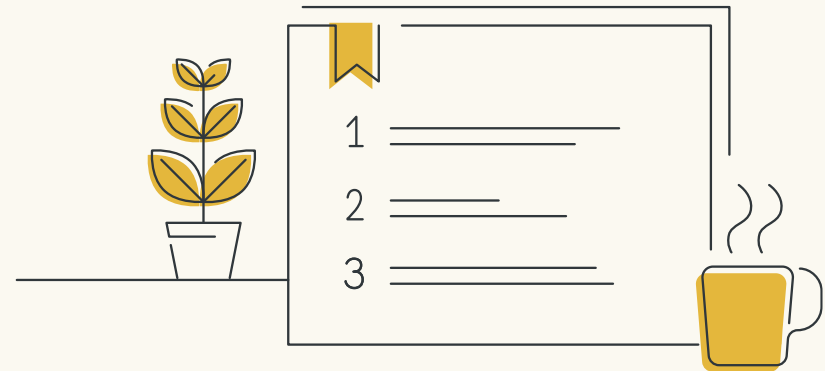- Leadership challenges specific to early-growth startups

○ Tuning into your team and network

- How do you establish credibility in relation to investors and partners

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○ Wrap-up and thank you for today

Conventional ways to conceptualize the startup journey

The Startup Lifecycle
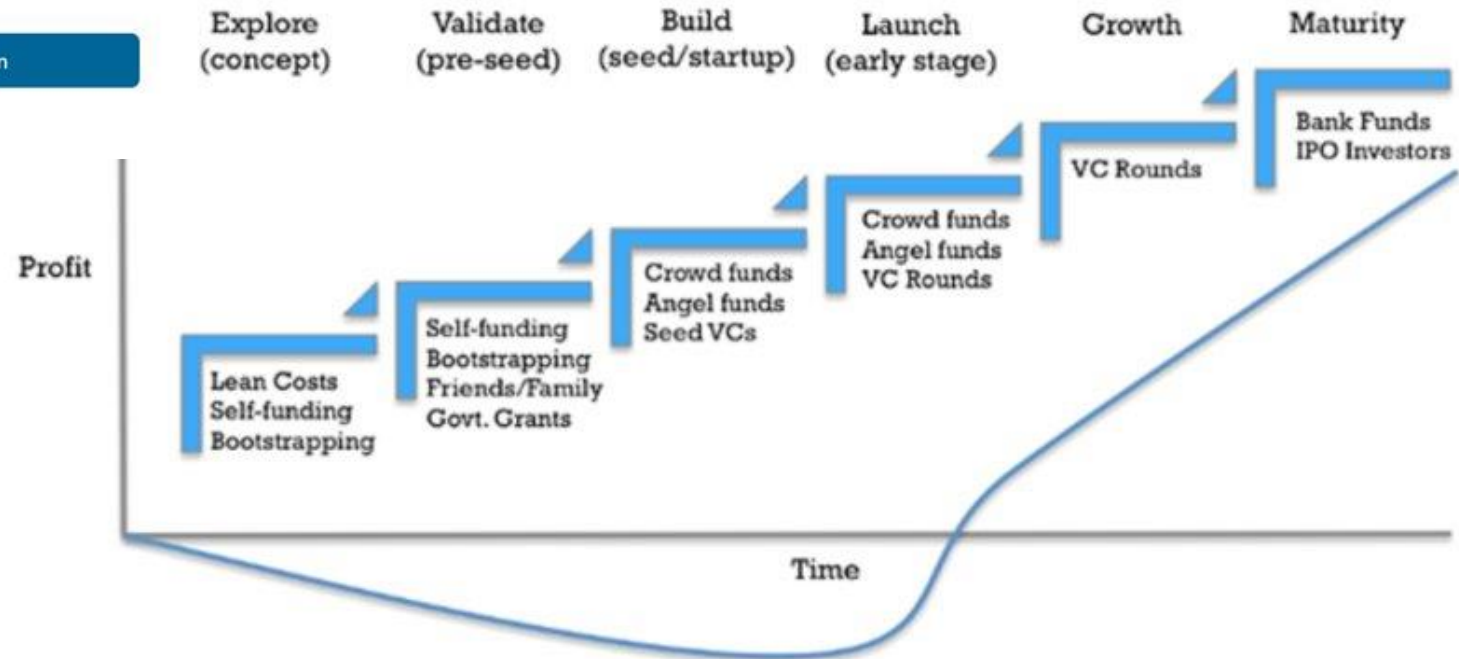
▶ MintyMint

Pre-Seed	Seed	Series A	Series B+	Public

Early-Stage — Growth / Later Stage

Maturity

Concepts / ideas	MVP, prototypes	Product-market fit	Working at scale	Diverse revenue streams

Typical Raise

< $1 million	< $2 million	$3-12million	$10+ million	$100+ million

Typical Valuation

$1-3 million	$3-10 million	$10-30 million	$100 million$	$500+ million

Explore (concept) · Validate (pre-seed) · Build (seed/startup) · Launch (early stage) · Growth · Maturity

Profit

Lean Costs
Self-funding
Bootstrapping

Self-funding
Bootstrapping
Friends/Family
Govt. Grants

Crowd funds
Angel funds
Seed VCs

Crowd funds
Angel funds
VC Rounds

VC Rounds

Bank Funds
IPO Investors

Time

published startup leadership studies (n=100)

Count ▬ Cumulative
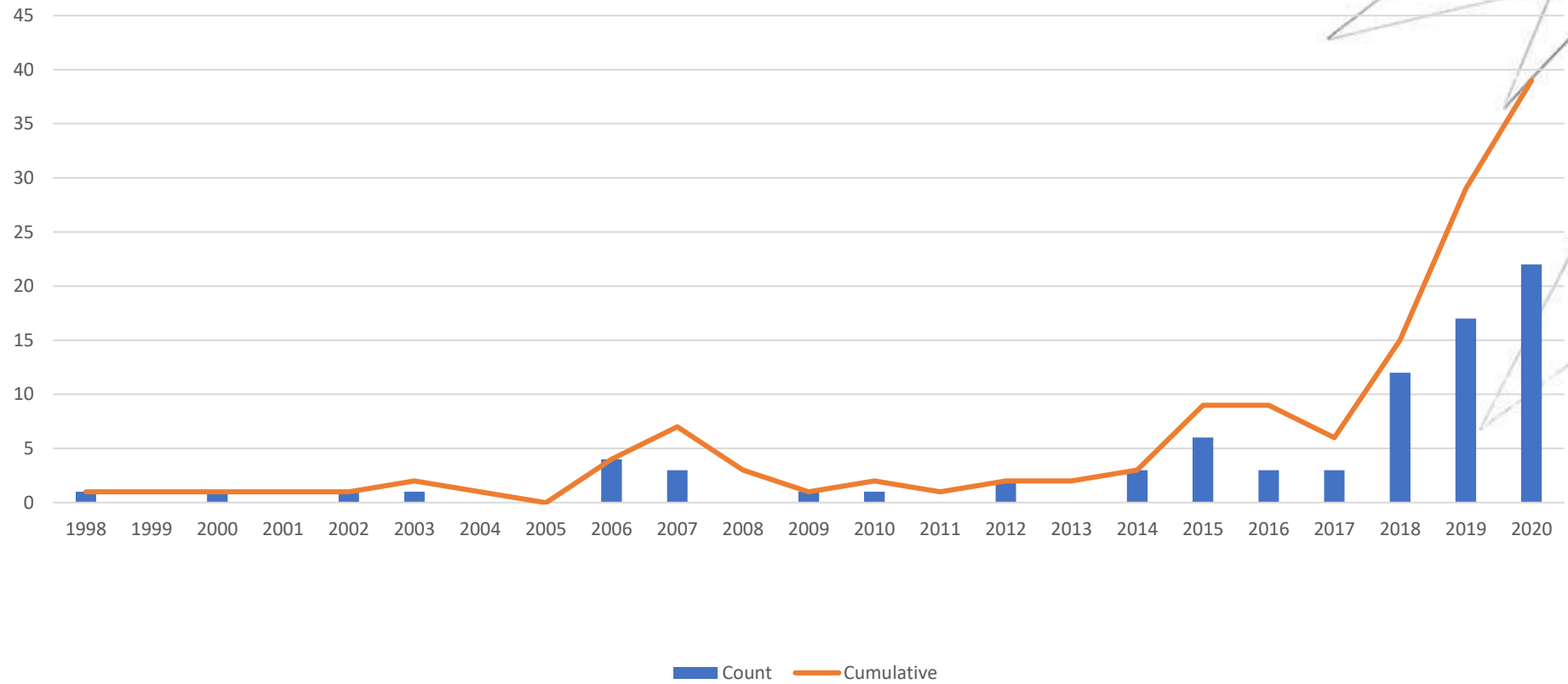
TECHBBQ

Shapeshifting Founders: The fluidity of leadership and the different stages of that journey

💡 Panel Discussion

Camilla Ley (Panelist)
Co-founder & Board Member • Queue-it

Rasmus Skovdal (Panelist)
Co-Founder & CEO • Relion

Dennis Schade Forchhammer (Panelist)
Co-Founder & CEO • Happy Helper

DESCRIPTION

Being a founder means navigating a number of challenges and roles. As you transition from early stage to series A, B, and exiting or IPO if you're lucky, you make a number of shifts. You shift from creating products to creating culture; you have to shift from building a team to building an organisation; you have to find your leadership role, and you sometimes have to say goodbye to it.

Founders need to move through these wildly different roles, often at incredible speeds. Overall, it seems that the fundamental capabilities that can help founders thrive through these shifts are a high degree of emotional coping and

🚀 BBQ Stage
04:25 PM - 05:00 PM • 35min • Thu

Where Founder Mental Health meets High ROI's: Can they go hand-in-hand?

💡 Panel Discussion

Jake Chapman (Speaker)
Partner • Alpha Bridge Ventures

Malene Madsen (Speaker)
CEO • Woba.io

Mads Klarskov Petersen (Speaker)
COO • PreSeed Ventures

DESCRIPTION

With early stage founders juggling 1000's of balls in the air on a day-to-day basis, attention to mental from the beginning of their journey tend to be sidelined in favour of other urgent tasks necessary to bu hyper-growth business. Especially for venture-backed startups, where the expectation of a future retu equation.
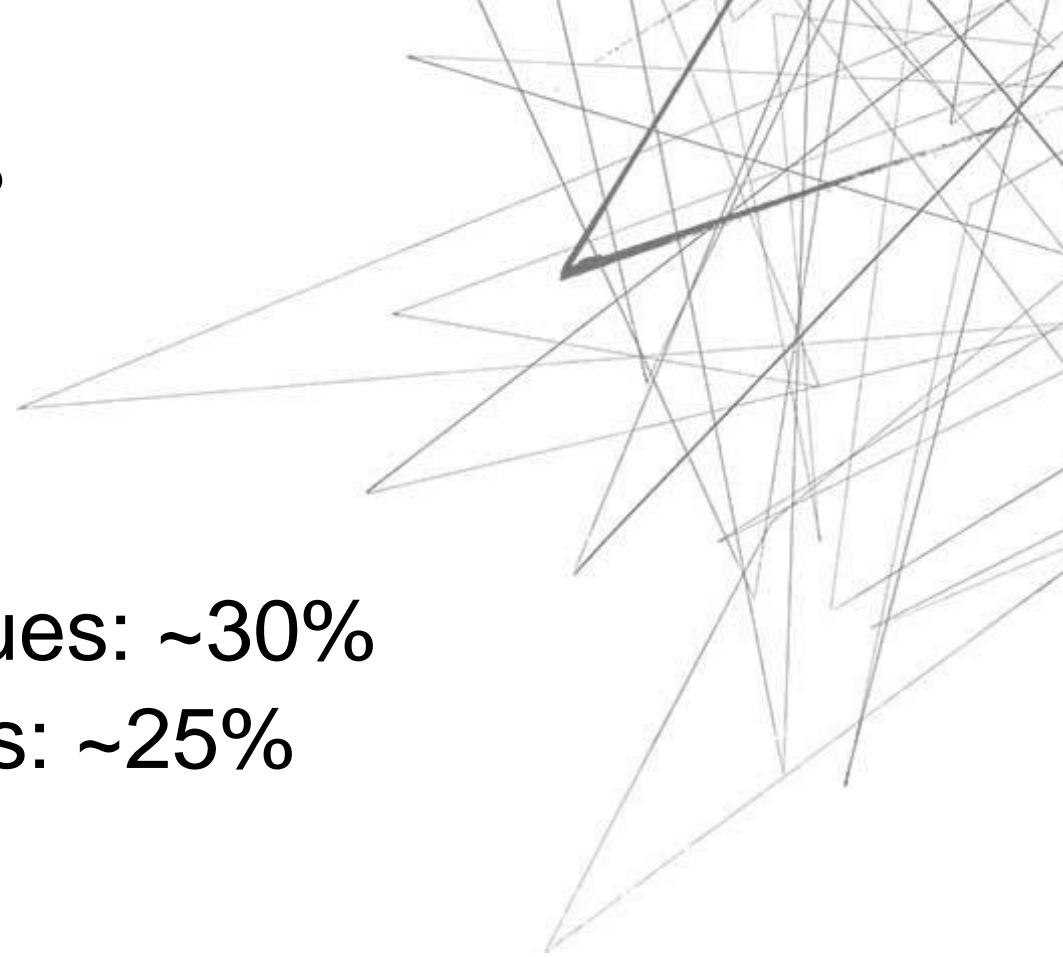
The big question then is, whether the goal of returns can go hand-in-hand with mental health and on a ESG responsibilities - and if so, how? Or, if on the contrary, the goal of returns will create a push towa those issues for the sake of hyper-growth?

Why do startups fail?

No Market Need: ~42%
Runway / investment issues: ~30%
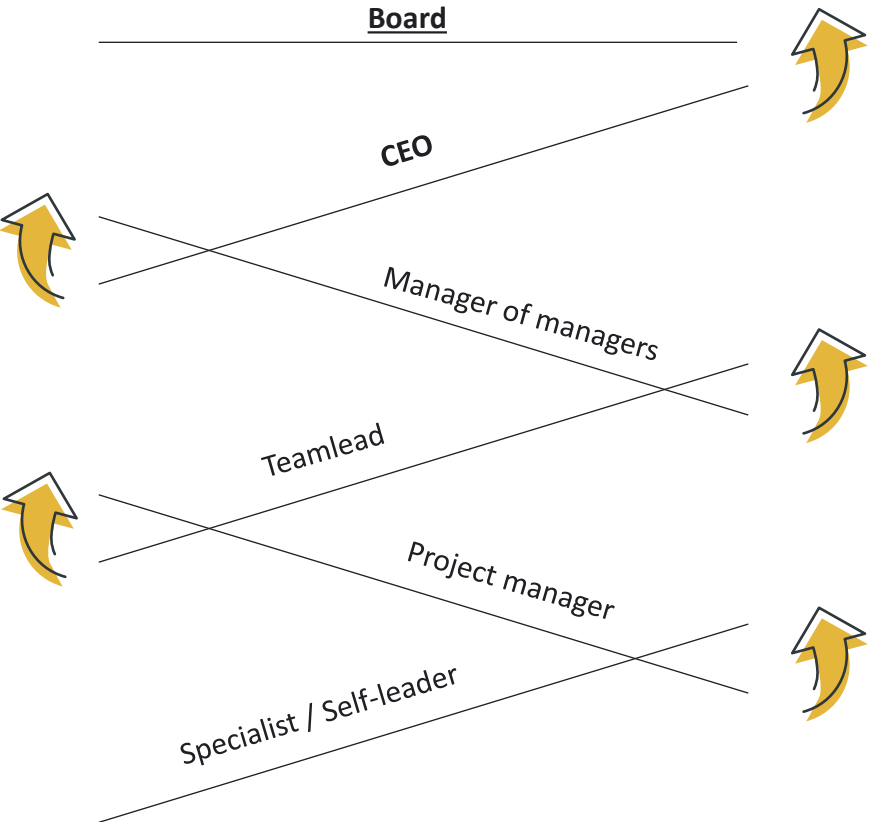Personal or team reasons: ~25%

Conventional leadership

Board

CEO

Manager of managers

Teamlead

Project manager

Specialist / Self-leader

Startup leadership

Manager of Managers

Board

Teamlead

Project manager

Specialist / Self-leader

CEO
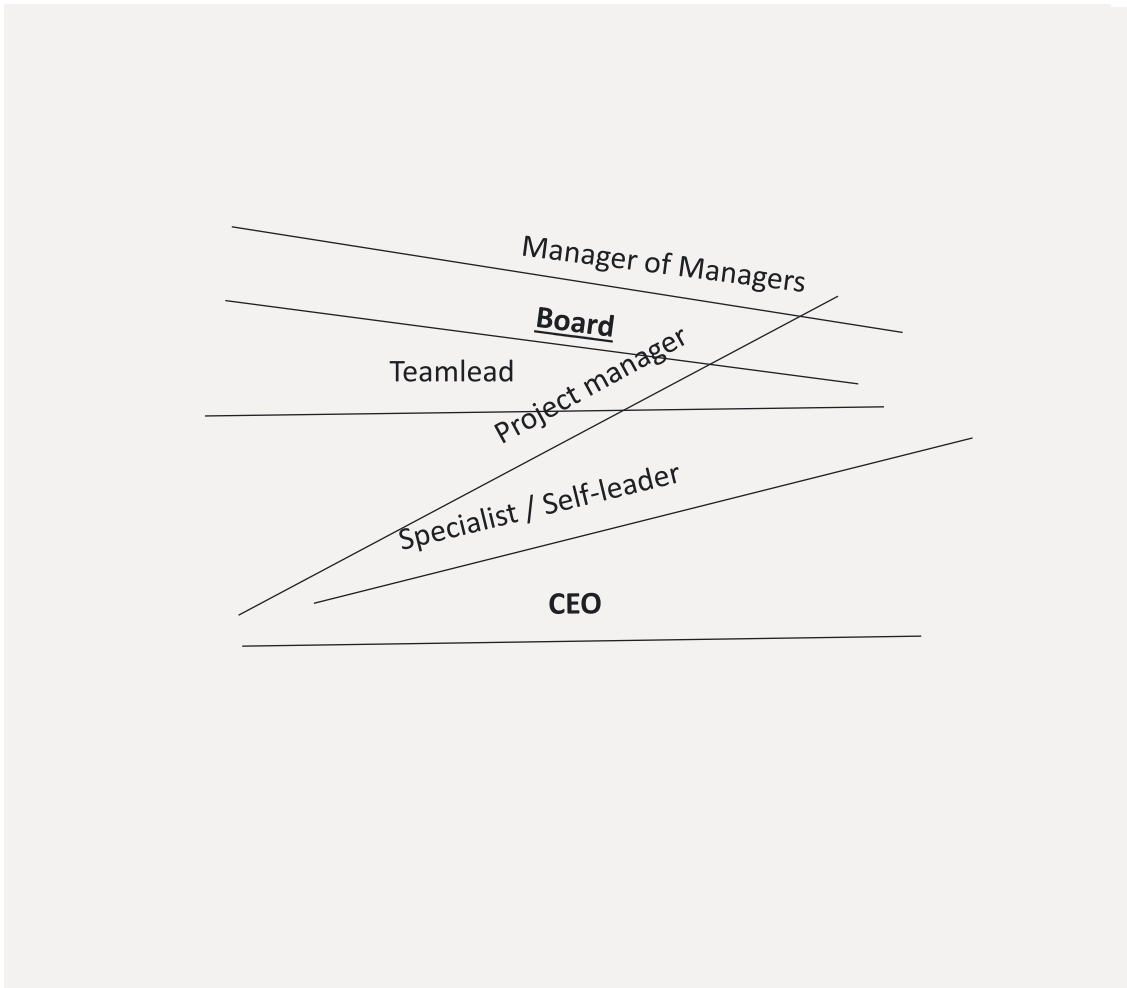
In pairs

- In which situations do you experience yourself as a leader?

- When do you experience leadership challenges?

BREAK

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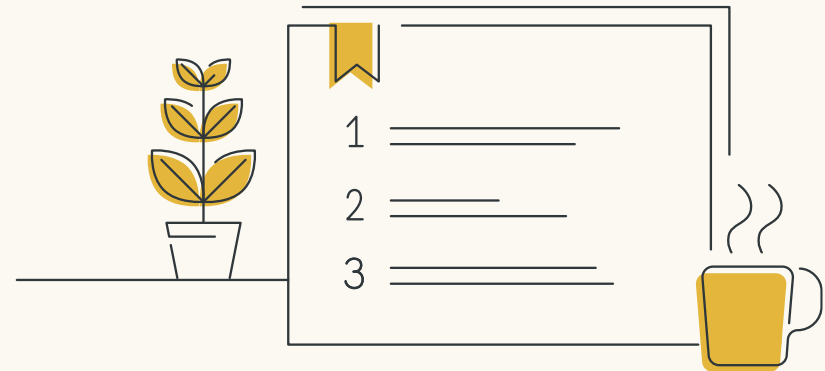
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How does startup leadership behaviour impact your startup?

- CEO's self-efficacy has significant impact on performance.

- CEO's behaviour has a mediating effect on teams work-life balance and commitment to startup

- Risk-taking, perceived psychological security and cognitive adaptability moderate the startup's innovation and team creativity.

- "Dark features" affect employees' risk of burnout, reduce job engagement and hence performance.

What does good leadership look like?

- Think of a situation where you yourself have experienced good leadership, spend 1-2 minutes describing what characterized the leadership you experienced - how was it good?

What does the legitimized leader role look like?

3 LEVELS:

- **Master / Teacher**
- **Reference point**
- **Ideal and source of inspiration**

Master / Teacher
WALK-THE-TALK

The Reference point
SHOW THE WAY

The ideal
INSPIRE

What does the legitimized leader role look like?

1. The leader is a master who shows others how to perform to perform well.

2. The leader creates a point of reference that others can use to understand themselves and get guidance to achieve their own goals.

3. The leader inspires others through vision and ideals.

HOW DO YOU WORK WITH THE LEADERSHIP ROLE?

Which situations do you do well in?
Which situations do you want to get better at?

Demonstrate to others how to perform
- i.e.: actively setup 1-1 master-teacher sessions

Spot development opportunities that suit the employee
- i.e.: actively write down other team member's aspirations and seek out opportunities to fulfill

Inspire others with your communication and attitude
- i.e.: Practice tying in daily stand-up activities to overall vision.

Other…

How do you cope with startup stress?

Interpersonal skills will decrease as demands increase

Stress weighs down on both motivation and well-being

Founder stress will negatively impact your team and their performance

BREAK

Looking inward

- **Founder leadership mediates the effect team work performance, commitment and work-life balance.**

- **The ability to set goals and ability to self-promote both have positive correlations with business performance**

- **Founder stress and laissez-faire leadership will negatively impact your team and their performance**

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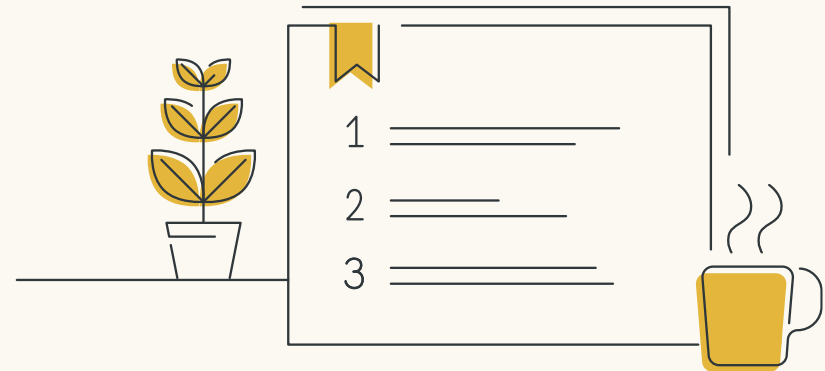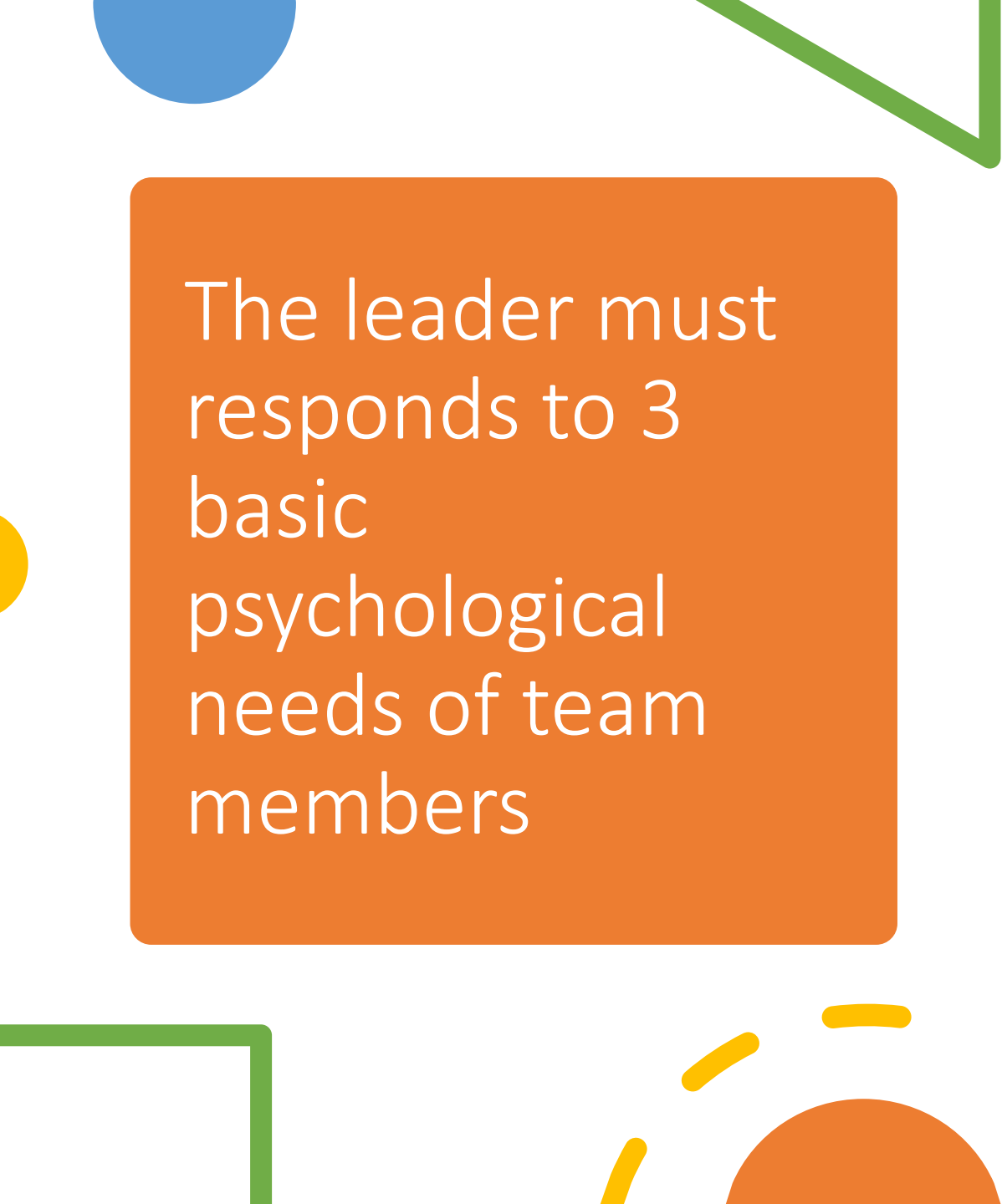- Leadership challenges specific to early-growth startups

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Wrap-up and thank you for today

The leader must responds to 3 basic psychological needs of team members

The theory of self-determination:

Everyone has 3 basic psychological needs

- **AUTONOMY:**
  People need to feel that they have the freedom to choose and that their actions are driven by their own free will

- **COMPETENCE:**
  People have a need to feel progress and that they master their tasks

- **RELATEDNESS:**
  People need to feel socially connected to others and that others take care of them

The 3 basic psychological needs and motivation

BENEFITS OF SATISFYING NEEDS IN YOUR STARTUP

- If these 3 needs are satisfied, you are more motivated in your work and more likely to internalize the company's values

- Higher motivation increases well-being and higher well-being increases performance and job satisfaction

- Higher motivation also enables people to work under greater stress and reduces feelings of stress and reduces turnover
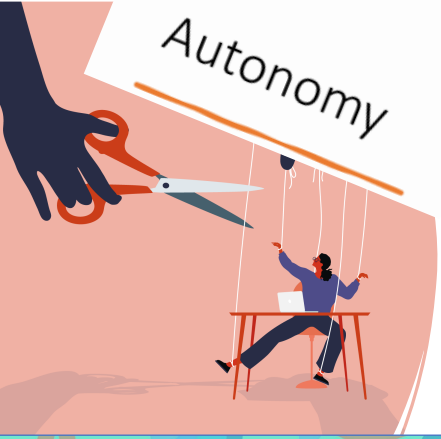
Autonomy

Do I matter?

Competence

Does my work make a difference?

Relatedness

Do I belong here?

Autonomy

- i.e.: actively stay out of having your hand on every final delivery.

Competence

- i.e.: actively plan tasks, so that others will feel success in them (i.e. when onboarding).

Relatedness

- i.e.: plan informal events, use check-ins/weather reports in the beginning of meetings

The good startup leader is a:

- Master / Teacher
- Reference point
- Ideal and source of inspiration

Who motives the team through:

- Autonomy
- Competence
- Relatedness

And monitors own stress and resilience

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