

Collaborative Leadership of Startups

**Alliance With Common Goals
Partnership With Respect
Adaption With Trust**

Agenda ...

- Introduction
- Convey a Clear Vision and the Mission to follow
- Lean Startup, Your Business Model
- Build an Ever-Lasting Trusting Relationship
- Provide Collaboration, Coach, Build Safe Environment
- Learn Together, Inspect, Adapt, Verify, and Iterate
- Support Ourselves Anytime & Anyway

About Me ...

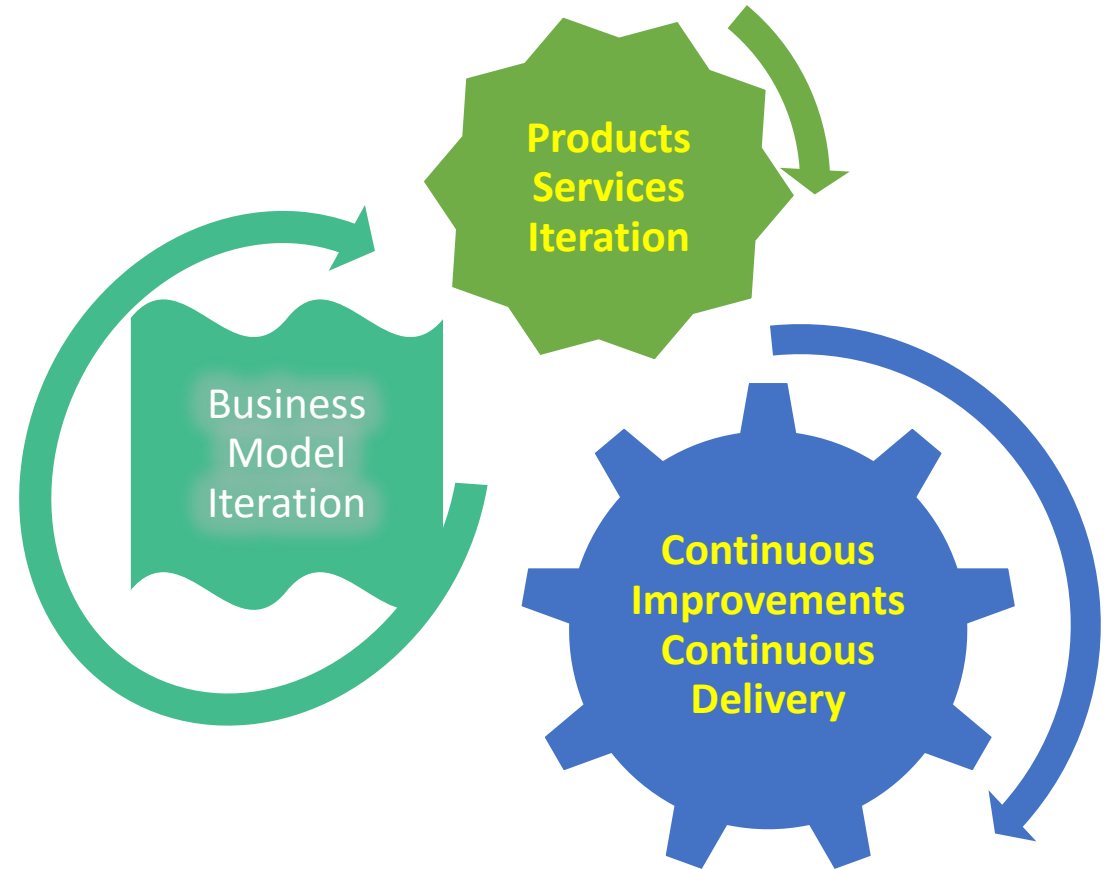
David Bakhtnia

- BSEE, MS-Engineering Management
- Programmer (Mobile App, LAMP, .NET, (pl-)SQL, XML/DTD, Python, Shell, Full Stack, etc.)
- Product Development (HRIS, CRMS, LMS, web apps, CRM-ERP-Accounting Integrated systems)
- Technical Solutions Provider (Digital Change Management, Agile PLM, CMS, CRMS, ERPS, HRIS, IT-Labs, DevOps, Analytics)
- 200+ testimonials, 20+ Apps (PM), 40,000+ Hours of documented PM
- Coach, Mentor, Trainer, Instructor; Project Management (Scope, Risk, Schedule, M&C, etc.), Agile Frameworks (CSM, CSPO, Scurm@Scale, and SAFe®-SPC; SA, DevOps, SM, SPO, RTE, etc.)
- Team and executive mentor, Change and Transformation Coach, Academics (Northeastern University and UCSC Silicon Valley Extensions)
- Building a Community of Agile Project Management; www.svprojectmanagement.com
- Boutique IT and Software Application & Support Services; www.eSolutionLab.com
- Customized Agile, TPM, and Team Building Training & Workshops; www.SVAgile.com
- Certified Technical & Management Consultant; <https://patca.org/members/dbakhtnia>



Startups; Clear Vision & Mission ...

- **Business Model “the Product”**
 - Guide Idea-to-Action
 - Data-driven, Interactive, Respect & Verify
 - Build Collaborative Leadership
- **Change-to-Grow Empirically**
- **Iteratively Refocus on Goals**
- **Collaborative Mission Strategies Tactics**



Develop Business/Product for Customers

1. Specify Business Goal(s)
2. Specify Metrics to Represents Goal
3. Iterative Steps to Achieve Goals
4. Analyze/Inspect Data, Verify, Adapt (goals)
5. Inspect, Improve, adjust ... Try Again
6. Utilize Tools, Templates, Canvasses, Frameworks, etc.

CONCEPTS

- Minimally Viable Product (MVP)
- Continuous deployment (CI/CD)
- Split or A/B test
- Actionable metrics
- The Build–Measure–Learn loop (Pivot)
- Innovation accounting
- Business Model Canvas

The Business Model Canvas

Designed for: _____

Designed by: _____

On: _____ To: _____ By: _____

Iteration: _____

Key Partners Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? <small>Key Partnerships can be: - Complementary - Co-opetition - Vertical integration - Strategic alliances</small>	Key Activities What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? <small>Key Activities can be: - Production - Logistics - Platform development - Software development - Sales and marketing</small>	Value Propositions What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? <small>Value Propositions can be: - New products - New services - New channels - New relationships - New networks - New platforms - New ecosystems</small>	Customer Relationships What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they? <small>Customer Relationships can be: - Personalized - Self-serve - Automated - Community-based - Co-creation - Crowdsourcing</small>	Customer Segments For whom are we creating value? Who are our most important customers? <small>Customer Segments can be: - Mass - Niche - Segments - Markets - Niches - Micro-segments</small>
Key Resources What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? <small>Key Resources can be: - Human - Financial - Intellectual - Physical - Social</small>		Channels Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones will best? Which ones are most cost-efficient? How are we integrating them with customer routines? <small>Channels can be: - Direct - Indirect - Partners - Intermediaries - Distribution - Sales - Marketing - Public - Private - Online - Offline</small>		
Cost Structure What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? <small>Cost Structure can be: - Fixed - Variable - Semi-variable - Fixed - Variable - Semi-variable - Fixed - Variable - Semi-variable</small>		Revenue Streams For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? <small>Revenue Streams can be: - Recurring - One-time - Usage-based - Subscription - Advertising - Commission - Royalty - License - Franchise - Partnership - Sponsorship - Endorsement - Referral - Affiliate - Joint venture - Co-branding - Cross-selling - Up-selling - Down-selling - Bundling - Unbundling - Freemium - Free trial - Free demo - Free sample - Free consultation - Free assessment - Free audit - Free analysis - Free report - Free presentation - Free workshop - Free seminar - Free conference - Free event - Free exhibition - Free trade show - Free fair - Free festival - Free celebration - Free ceremony - Free ritual - Free tradition - Free custom - Free practice - Free habit - Free routine - Free schedule - Free plan - Free strategy - Free policy - Free rule - Free law - Free regulation - Free standard - Free norm - Free convention - Free custom - Free tradition - Free culture - Free behavior - Free attitude - Free belief - Free opinion - Free idea - Free concept - Free theory - Free model - Free framework - Free system - Free process - Free method - Free technique - Free tool - Free instrument - Free equipment - Free machinery - Free apparatus - Free device - Free gadget - Free toy - Free game - Free sport - Free activity - Free hobby - Free pastime - Free recreation - Free entertainment - Free leisure - Free vacation - Free trip - Free journey - Free travel - Free transport - Free communication - Free information - Free knowledge - Free wisdom - Free skill - Free talent - Free ability - Free power - Free strength - Free energy - Free force - Free influence - Free impact - Free effect - Free result - Free outcome - Free consequence - Free effect - Free result - Free outcome - Free consequence</small>		

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Trusting Relationship ...

- **Build an Ever-Lasting Trusting Relationship**
- **Collective Mindset**
 - Startup
 - Scaleup
 - Screwup

Fail Fast

Learn Faster

Build Better

Work & Live Together



Collaboration...

- **Starts from ideation**

Business owners, customers, other stakeholders

collaborate iteratively, rate **achieved/actual business value**

Tools: Design Thinking, Collaborative Hypothesis-Driven

Design with Lean UX cycles, Design Sprints, or “hybrid”!

Collaboratively: *plan, execute, measure, adapt, learn, and iterate!*

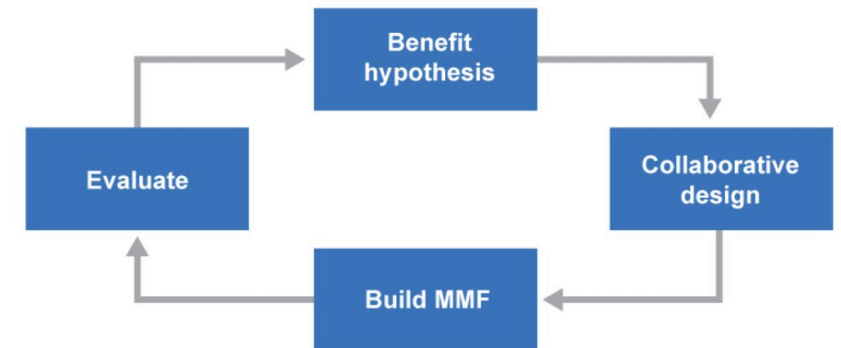


- **Achievable results**

Ex. Collaboratively decompose epics to smaller User Stories:

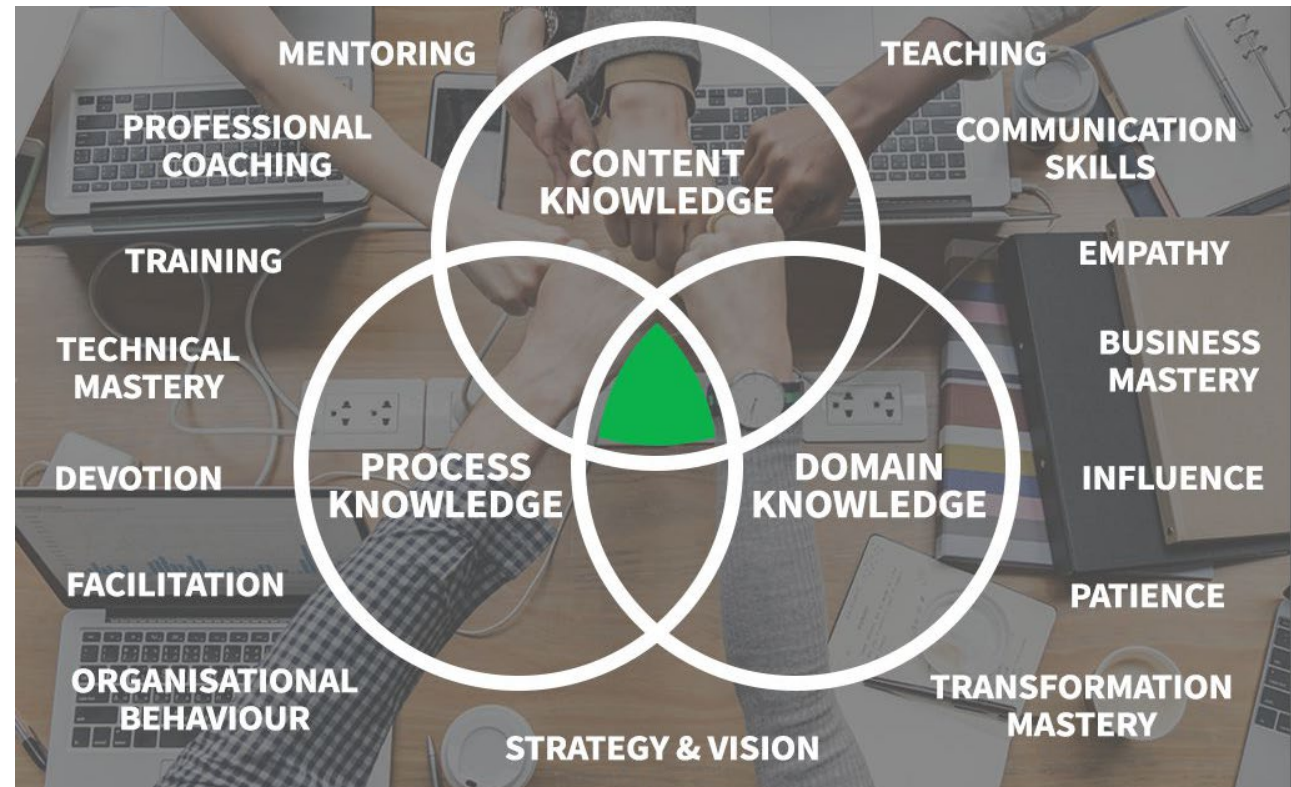
Teams collaborate to deliver smaller parts/features incrementally (User Stories)

- **Friction** between development and operations limits collaboration, trust, learning, growth, and **obstructs** success



Coaching...

- **Lead by example**
Focused Vision/Mission
Active Listening
Trust Building
Community Fostering
- **Mentoring**
Knowledge Sharing
Courageous Devotion
Intelligence Emotions
- **Servant Leadership**
Supportive Villagers
Iteratively Forming
Continuously Improving



Learn & Support - Together ...

- **Learn Together;** Inspect, Adapt, Verify, and Iterate

Share freely

Build/Tinker, test/trust

Embrace awareness

- **Collaboratively & Iteratively**

Design Thinking

Design/Agile Sprints

Embrace Collective Support



Doing Lean vs Becoming Lean

Working Agile vs Living Agile

Agile Mindset: Agile Values

Inspect, Adapt, Verify, Iterate, & Support Anytime & Anywhere

Agile Values

Individuals and interactions over *processes and tools*.
Working *products* over *comprehensive documentation*.
Customer **collaboration** over *contract negotiation*.
Responding to change over *following a plan*.

AGILE PRINCIPLES

12 CORE PRINCIPLES

1. Satisfy the **customer** through early, continuous delivery
2. Welcome **changing requirements**, even late
3. Deliver **working software** frequently
4. Business people and developers **collaborate daily**
5. Build projects around **motivated individuals**
6. Convey info via **face-to-face** conversation
7. Primary progress measure: **working software**
8. Maintain a **sustainable pace** indefinitely
9. Continuously demonstrate **technical excellence**
10. Essential to **simplify**; maximize amount of work not done
11. The best architecture etc. emerge from **self-organize teams**
12. At regular intervals, the team **reflects** and tune behaviour

