COURSE OBJECTIVES

9 out of 10 start-up teams fail. The majority of these failures lie not in the product or in the market, but rather in the people dynamics within the start-up team. This course is specifically designed to be one of the first courses in the world to specifically focus on how start-ups can manage these problems and challenges that arise in the people-side of start-up life. Zooming in on the people dynamics of start-up teams not only helps start-ups address their largest ‘pain spot’, but also is essential as what we know on teams and leadership does not always equally apply in the start-up context - the psychology of start-up teams is truly unique. The dynamics, the interactions, the culture – these aspects of team dynamics are all different in start-ups, compared to any other sort of team. Therefore, in this course, we will explore this unique psychology of start-up teams, and how to ensure that the people-side of start-ups is designed and managed in a way that ensures start-up success.

This course is relevant for people with an interest in the start-up world, as well as people hoping to improve their knowledge and skills in terms of managing team dynamics more generally. Topics we will cover in this course include team composition and how to hire the dream team, leadership in start-ups, motivating start-up teams, crafting vision and culture in early stage start-ups, establishing roles and norms, problem-solving and decision-making in start-up teams, managing distributed startup teams, and solving common people problems in start-up teams.

The objective of this course is to provide you with the tools, skills, and experiences needed to lead start-up teams to success. To accomplish this, the course will bridge cutting-edge science on team dynamics and entrepreneurship with practical frameworks, experiential exercises, and well-known Silicon Valley guest speakers (including notable start-up CEOs and venture capital partners) giving fireside chats or debating with each other in panel discussions. The course will enable you to diagnose the functioning of any start-up team in your environment and provide you with tips and tools to develop and implement interventions to improve the people-side of start-ups.

COURSE CONTENT AND STRUCTURE

In this course, we assume that students have basic knowledge of team dynamics and entrepreneurship. Our focus here is on extending this knowledge and challenging students to become skilled at identifying, preventing and/or solving the key problems and challenges inherent to the dynamics of start-up teams.

In Session 1, **Introduction to the Psychology of Start-up Teams**, we will establish a common framework to view the dynamics and performance of start-up teams. We will apply this framework to make sense of team performance during an interactive team exercise typical for many start-up teams. We will then have a high-profile guest speaker from the start-up world kick-off the course with his thoughts on the topic of the psychology of start-up teams. At the end of this lecture, students will choose teams of 4 members to work with on their project outside class.

In Session 2, **Leadership in Start-up Teams**, we will discuss what it takes to successfully lead a start-up team. We will talk about the traits of successful start-up leaders, and the different behaviors and styles that may be more or less useful across different phases of start-up life. We’ll work through a leadership exercise in our class, and have a fireside chat with an influential leader in Silicon Valley about his beliefs on leadership in early stage start-ups.

In Session 3, **Creating a Compelling Vision in Start-up Teams**, we will explore what happens after you form the dream team – how do you get individual members, with their divergent perspectives and interests, aligned? We’ll talk about the importance of crafting, and communicating, a clear and compelling vision to get members on board. We’ll engage in a vision-creation exercise in class, and then hear from a start-up CEO about her experiences with vision crafting and its impact on the dynamics of start-up teams.

In Session 4, **Composing Start-up Teams**, we will examine how to build the dream start-up team. We’ll talk about how differences in individuals’ background, values, personalities, and work styles may all affect how team members interact and perform. Understanding how to ideally compose your team across these differences, how to structure and guide your team to extract value from this diversity, and how to avoid the potential downfalls, will be the focus of this session. We will engage in an experiential negotiation exercise to work through these dynamics surrounding individual differences in teams, and we’ll have a guest speaker from the venture capital world walk you through an investment game and then talk about what he sees as the most successful composition for start-up teams.

In Session 5, **Culture in Start-up Teams**, we will highlight what culture means in the context of the start-up world, and explore the actions founders can take to create a culture which motivates and drives their teams. We’ll discuss a case that covers a start-up with deep-seated issues with culture and motivation. And then we’ll hear lessons learned from a start-up founder and CEO particularly well-known for his views on start-up culture.

In Session 6, **Team Processes and Decision-Making in Start-up Teams**, we will focus on how start-ups can improve team processes and engage in proactive and effective decision-making to maximize their team performance. Teams will run through the dynamic Mount Everest team decision-making simulation exercise in class, and as always, we’ll have a guest speaker to share tips and best practices from the start-up world for optimal decision-making in start-up teams.

In Session 7, **Virtual Collaboration in Start-up Teams**, we will investigate the impact of technology on start-up team dynamics. We will utilize an interactive exercise relying on
electronic communication media to simulate the experience of working in a dispersed start-up teams, and students will be encouraged to find ways to improve their communication styles when communicating across different types of technology. We’ll then hear the lessons learned from a speaker with impressive experience in managing a well-known distributed start-up.

In Session 8, **Speaker Panel and Final Presentation Coaching Session**. In this class we are privileged to have a panel of start-up founders, CEOs, and partners at venture capital firms to discuss issues relating to the psychology of start-up teams. These guest speakers will share their experiences, tips, tools, and tricks for diagnosing the quality of start-up team dynamics and designing ways to improve the functioning and performance of start-ups, across a variety of contexts and industries. In the second half of the class, each coach will sit down with two class teams to review their final presentations and offer advice on how best to present your findings back to the start-up you have been analyzing.

In Session 9, **Course Wrap-up and Student Presentations**, student groups will present the results of their group project. Each team will have 10 minutes to present their analysis of the effectiveness of a start-up team they know, and to provide concrete recommendations to improve the functioning and performance for that team. We will then as a class share lessons learned with one another and together develop an integrative framework and checklist students can use in their future start-ups and jobs more broadly to diagnose and improve the functioning of any team in which they work or lead.

**COURSE LOGISTICS**

**Expectations:**

The lectures are focused on experiential learning. This means that you need to do the readings and prepare the cases BEFORE coming to class in order to get full value out of the exercises. Additionally, the best way to get value out of this course for yourself is to actively participate in class. This includes active participation in group exercises and case discussions, and sharing your questions, ideas, and constructive comments in class.

**Required Materials:**

The required readings include the articles and cases in the course reader.

**Grading:**

Grades will be based on four components: 1) Class participation (20%), 2) your group diagnostic project (40% [of which 15 points are based on the quality of your paper, 15 points are based on the quality of your presentation, and 10 points are based on your individual contributions measured via peer evaluations]), 3) your final individual take-home exam (40%).
**Participation:** Your grade for participation is determined by the *quality* of your participation in class. Quality participation includes providing new insights to a discussion (not repeating what others have said), such as through asking thoughtful questions or sharing relevant personal examples, and contributing to a positive, constructive, and intellectually stimulating classroom environment.

**Attendance:** Given the focus on experiential learning, attendance is required. A single absence for an unexcused reason will result in a failing grade for the course. Excused absences involve illness, injury, death, or religious holidays.

**Start-up Team Diagnostic Group Project:** In the group project, student teams of four students each (you will choose your own team to work with during the first lecture) will be asked to analyze an existing start-up team in light of the materials from the course. The goal of these observations and interviews is to diagnose the functioning of the start-up team, as we discuss in class. The chosen team should be fully diagnosed in terms of the quality of its inputs, processes, and outputs. Secondly, and even more importantly, concrete recommendations should be made for changes and interventions that could improve the functioning and performance of the start-up team. The more theory-driven and the more practical and concrete your interventions are, the better.

*The Start-up:* The start-up team you analyze needs to be an existing, early-stage start-up team (defined in terms of having 2-10 full time employees). Your student group will need to observe the team at least two times (at least 60 min per time) and interview at least two team members (30 min per interview). Students are expected to find their own start-up team. If difficulties arise, I am happy to connect them to local incubators to search for options.

**Assignment 1:** For the first part of this project, you will present an 8-page analysis of the key problems facing your chosen start-up (double-spaced, excluding references and appendices). Office hours will be available for questions on this report, or if you want initial feedback before submission – please email the professor to set up a time. The final written version of this report is due in class on Lecture 7 (May 18th).

In this report, you will be graded on your ability to present a throughout analysis of how you applied as many concepts, frameworks, and topics from our class to your analysis of the start-up. At this point in time, what is your diagnosis of this start-up? What theory from class and data from your start-up support these conclusions? You’ll be graded on the *quantity* of course material and anecdotes and data from your start-up that you can match and present within the 8 pages.

**Assignment 2:** For the second part of the project, you will then prepare a presentation highlighting the most important challenges (3 max) facing the psychology of the start-up and now identify solutions and interventions for each of these problems. This 10-minute powerpoint presentation will be given during the final lecture (June 1st) and should be shared with your client company as well. You will have the opportunity to do a dry run with a start-up expert who will serve as your coach for this presentation in Lecture 8 (May 25th), so having a draft of the presentation by then is advisable. You also are welcome to set up a meeting with the professor at
any point to run through your presentation or ask questions about how to manage the relationship with your start-up or present your findings to your start-up. Please email the professor to set up a time.

On the final day of class (June 1st), you will present the final version of your presentation. A panel of judges will assess your team’s presentation (ideally the same presentation you will give at your start-up) along four dimensions, which will inform your overall grade for the presentation:

1) The team’s ability to identify key critical issues facing the start-up;
2) The degree to which solutions for these issues are reasonable, concrete, and immediately actionable;
3) The depth of analysis – are you clear in how you identified these key issues? What data or evidence do you have to point to these problems? Why should we and your founders believe/know that these problems exist and are important? Being clear on this at some point in your first few slides will help spark your start-up to have the momentum and incentive to immediately take action on your findings!
4) General presentation quality, including the degree to which the story presented is compelling and engaging, as well as the quality of slides and speakers.

**What to Keep in Mind at the Start-up:**
When you are engaging with your start-up client, please be aware of maintaining the high-quality brand of the GSB. The ultimate goal of this assignment is to truly help your start-up move to the next level of terms of managing and mitigating any potential problems in the psychology of its team. Please therefore take your work with the start-up seriously – come prepared to your interviews and meetings with the clients, provide them a road-map of your collaboration with them, and do your best with your reports to help them.

Questions to consider when analyzing the psychology of your chosen start-up team:

- What are the main goals of this start-up team? Why was this start-up created? What are their short and long term goals? What is their vision? How aligned are members around this vision? What are the key tasks of this team?
- What individual differences are present in this team, and how do they contribute to or hinder start-up performance? How did the founder choose his or her cofounders and first hires?
- What are the roles in this start-up team? What is the hierarchical or leadership structure in this team? How effective are these roles and structures for task performance?
- How do team processes, such as conflict, communication, and decision-making contribute to the start-up’s current performance, for better or for worse?
- How motivated and engaged are members? Are all members participating equally? How would you describe the culture in this start-up? What is the energy level in their office and at meetings?
- What outcomes are important to this start-up team? Creativity? Efficiency? Quality? Sales? Funding? How well is the start-up team meeting its desired outcomes?
- How satisfied and committed are members to this start-up team? Is membership stable, or is there high turnover?
And most importantly, based on this analysis of the strength and weaknesses of the start-up team, what (concrete, actionable) changes, interventions, or trainings would you recommend to help the start-up team to perform better?

Please also go back to the readings and lecture slides for further questions and ideas – both assignments will be graded on your ability to integrate class materials into practical recommendations for the key problems facing your chosen start-up team.

**Individual Take Home Exam:** In addition to the group project, there will be an individual take-home exam in which you have to put the ideas of the course into practice. You will be given several open-ended questions, in which you will have to make diagnoses and provide interventions for descriptions of different start-up teams, including reflecting on the own project team you worked in during the course. The open-ended questions for this exam will be provided during the last lecture. Your final exam answers need to be submitted online on the course website before 5pm on Friday June 9th.

The exam will be graded by the course instructor in a similar manner to the group paper – you will receive points for bringing in as much course material (paired with practical anecdotes or data) as possible into your answers.

**Contact Information:**

**Professor:** Dr. Lindred Greer  
**Office:** Knight Management Center Faculty Office Building, E-221.  
**Phone:** 725-8924  
**E-Mail:** LGreer@stanford.edu  
**Office Hours:** By appointment. Please ask me after class or send me an email to set up a time to meet. I look forward to getting to know each of you and hearing about the experiences you’ve had with different types of start-up team dynamics.

**Course assistant:** Jennifer Dannals (jdannals@stanford.edu) is a fourth-year organizational behavior doctoral student. She has active research interests in the area of start-ups, including norm formation and diversity. Please feel free to also take up questions and ideas with her as well.

**Faculty Assistant:** Sherry Shaker (shaker_sherry@gsb.stanford.edu); Phone: 725-5431 Office: Knight-Management Center Faculty Office Building, E-324.
COURSE OUTLINE AND SCHEDULE OF SESSIONS

Session 1. Introduction to the Psychology of Start-up Teams  
April 6, Section 1: 8:30am-11:20am, Section 2: 3:00-5:50pm

Required Readings:
- Assembling the Start-up Team
- Leading Teams

Suggested Readings:
- https://www.gsb.stanford.edu/insights/do-funders-care-more-about-your-team-your-idea-or-your-passion
- https://www.gsb.stanford.edu/insights/people-challenges-can-sink-startups

In Class Exercise:
- The Marshmallow Challenge

Guest Speaker:
Josh McFarland, Co-founder and CEO of TellApart
Josh McFarland co-founded TellApart, a predictive marketing company, with over 10 years of marketing technology and start-up experience. TellApart went on to become one of Twitter’s largest acquisitions, with Twitter paying $533 million to acquire TellApart. Prior to TellApart, Josh served as an Entrepreneur in Residence at Greylock Partners, advising the firm in the areas of consumer internet products and their monetization. For over five years preceding, he was a lead Product Manager at Google and oversaw many of its advertising offerings, including AdWords, Audio Ads and Google’s display ads efforts. He earned his Bachelor’s degree with distinction in Economics at Stanford University, where he was a Mayfield Fellow.
Session 2. Leadership in Start-up Teams  
April 13, Section 1: 8:30am-11:20am, Section 2: 3:00-5:50pm

Required Readings:
• Level 5 Leadership  
• Extracting Value from Status Hierarchies

Suggested Readings:
• [http://www.inc.com/young-entrepreneur-council/12-traits-of-successful-start-up-leaders.html](http://www.inc.com/young-entrepreneur-council/12-traits-of-successful-start-up-leaders.html)
• [http://www.entrepreneur.com/article/243272](http://www.entrepreneur.com/article/243272)

In Class Exercise:
• Stand up and sit down  
• Mount Everest Simulation

Guest Speaker:
Simon Rothman, Partner at Greylock  
Simon joined Greylock in 2011 as an Executive-in-Residence and was promoted to Partner in 2013. He invests in entrepreneurs building consumer networks and platforms. His area of focus includes network effects businesses, transaction-based startups, and mobile apps with a specialty around marketplaces. He has served as an advisor to many marketplaces and networks including Lyft, Wanelo, Poshmark, Tango, and others. He has been issued 4 United States patents, and graduated from Harvard. His prior experience includes McKinsey & Company and eBay where, as Founder and Global Vice President of eBay Motors, he helped scale eBay to nearly 200 million users generating over $40 billion in merchandise sales. See also: [http://www.huffingtonpost.com/patrick-daniel/a-conversation-with-simon_b_9073258.html?utm_hp_ref=technology&ir=Technology](http://www.huffingtonpost.com/patrick-daniel/a-conversation-with-simon_b_9073258.html?utm_hp_ref=technology&ir=Technology)
Session 3: Creating a Compelling Vision in Start-up Teams
April 20, Section 1: 8:30am-11:20am, Section 2: 3:00-5:50pm

Required Readings:
• Building Your Company’s Vision
• Storytelling that Moves People
• Watch: How to Write a Mission Statement That Doesn’t Suck: https://www.youtube.com/watch?v=LJhG3HZ7b4o

Suggested Readings:
• http://gistbrands.net/mission-vision-for-startups/
• http://www.inc.com/resources/startup/articles/20050201/missionstatement.html
• http://www.lifehack.org/articles/work/20-sample-vision-statement-for-the-new-startup.html

In Class Exercise:
• Puzzle Vision

Guest Speaker:
Kate Purmal, CFO Versaic
Kate Purmal is a pathological optimist and accomplished visionary who brings out the brilliance in leaders and their teams. She has over 15 years of experience working as a CEO, COO and CFO to start-ups and privately held technology and life sciences companies. Kate is currently a board director an the COO and CFO of Versaic, a privately held company whose SAAS solution is used by dozens of the largest brands in the US to manage corporate philanthropy programs, including Jet Blue, Starwood, Oakley, Kohler, Wegmans, USAA, Quicken Loans, and Citi. She previously served as Senior Vice President of Digital Content at SanDisk, and as a strategic consultant to Clorox, Hewlett-Packard, Intuit, SanDisk and Verifone. As serial entrepreneur and expert in launching successful new companies, Kate co-founded and served as CEO of the software joint venture U3 (merged with SanDisk in 2007), co-founded of Liquid Machines (acquired by Check Point Software Technologies in 2010), and was a member of the founding management team at Palm, Inc (acquired by US Robotics in 1995). She leverages her start-up expertise to advise and coach CEOs of companies funded by leading venture capital firms including Accel Partners, Khosla Ventures, Sequoia Capital, Sierra Ventures and the Omidyar Network.

Kate regularly works with executives, leaders and their teams to disrupt business as usual by launching Moonshots. Kate has personally coached and advised more than 100 global CEOs and executives in more than two dozen industries including computer hardware and software, semiconductor, cleantech, big data, medical devices, media, management consulting, publishing, consumer products, investment banking and private equity.

Kate is the co-author of the upcoming book The Moonshot Effect, How to Disrupt Business-as-Usual that will be published in 2016. She is a frequent guest lecturer at leading business schools, including Stanford Graduate School of Business and the McDonough School of Business at Georgetown University, and the UCLA Anderson School of Management.
Session 4. Composing Start-up Teams
April 27, Section 1: 8:30am-11:20am, Section 2: 3:00-5:50pm

Required Readings:
• How to Build a Better Start-up Team
• Beckman et al – Start-up Team Diversity and IPOs

Suggested Readings:
• http://www.entrepreneur.com/article/241441
• http://www.entrepreneur.com/article/230652
• http://www.fastcompany.com/3062971/how-to-recruit-talent-for-a-startup-nobodys-heard-of-yet
• http://www.forbes.com/sites/sujanpatel/2015/03/11/how-to-create-an-effective-onboarding-experience-at-your-startup/

In Class Exercise:
• Putting Nonverbal Communication to Practice

Guest Speaker:
Barry Eggers, Founding Partner at Lightspeed Venture Partners
Barry is a Founding Partner of Lightspeed and focuses primarily on information technology infrastructure, with a specific interest in big data, cloud, IoT, networking, and datacenter technologies. Lightspeed Venture Partners is a leading early stage venture capital firm focusing on investments in the consumer and enterprise technology markets, and has an early stage portfolio that includes companies such as Affirm, AppDynamics, Giphy, Grubhub, Honest Company, MapR, Mulesoft, Nest, Nimble Storage, Nutanix, Stitch Fix, and Snapchat. Barry works closely with Avi Networks, Dremio, MapR, MosaixSoft, Parsable, and Serverless. Barry holds a BA in Economics and Business from the University of California, Los Angeles and an MBA from Stanford University Graduate School of Business. Barry is a member of the UCLA Economics Board of Visitors. He has 20 years of venture capital experience, 10 years of operating experience and has been named to the Forbes Midas List of top 100 investors multiple times. Prior to joining Lightspeed, Barry held executive roles in business development and general management at Cisco Systems from 1991-1997.
Session 5. Culture and Motivation in Start-up Teams
May 4, Section 1: 8:30am-11:20am, Section 2: 3:00-5:50pm

Required Readings:
- Employee Motivation: Building a New Model
- How to Preserve a Startup Culture as a Company Grows
- Henry Tam Case – MUST READ BEFORE CLASS TO PARTICPATE IN CASE AND GET A PARTICIPATION SCORE FOR THE DAY

Suggested Readings:
- https://medium.com/@romainserman/silicon-valley-etiquette-6934cf6f8f73#.w9f57jtp

In Class Exercise:
- Henry Tam Case

Guest Speaker:
Dave Evans, Co-Founder & CEO at Fictiv
Dave Evans is co-founder and CEO of Fictiv. Fictiv is a hardware development platform for engineers and designers. Fictiv offers a simple tool that allows users to fabricate (3D print/CNC/mold) parts faster than ever before using distributed manufacturing. Dave has an abiding interest in culture, and works with companies from the very beginning stages to help shape and define culture. Prior to founding Fictiv, Dave was the first hire and lead hardware engineer at Ford Motor Company's Silicon Valley Lab. Dave has a BS in Mechanical Engineering from Stanford.
Session 6. Team Processes and Decision-Making in Start-up Teams  
May 11, Section 1: 8:30am-11:20am, Section 2: 3:00-5:50pm

Required Readings:
- Cognitive Biases in Founder Decision Making
- When Teams Can’t Decide
- Hmieleski & Baron – Dangers of optimism in start-ups

Suggested Readings:
- http://readwrite.com/2014/02/24/major-startup-decision
- http://venturehacks.com/articles/fire-co-founders
- http://firstround.com/review/speed-as-a-habit/

In Class Exercise:
- Start-up Decision-Making Exercise

Guest Speaker:
Lisa Goldman, Partner at Management Associates
Lisa Goldman is a partner at Management Associates, an international consulting firm known for strategy formulation, management of change, mobilization of high-performance teams, and executive coaching.

Lisa's diverse clients range from Fortune 100 companies to high-tech startups: Apple, Box, About.com, Match.com, E*Trade, Estee Lauder, AOL, Cisco. She has consulted to over 50 start-up teams and participated in dozens of successful acquisitions and integrations internationally.

Lisa received her BA in Asian Studies from William Smith College and her MBA from the University of Oregon. Prior to joining Management Associates, Lisa worked for Apple Computer and NeXT Computer. Lisa is currently on the Board of Versaic Corporation and has served on the Board of Women In Consulting and as a Director of Women In Technology: Global Executive Network. Lisa has led courses at UCSC’s Management Institute of Leadership Excellence Program and serves as a Pitch Judge for the National Foundation for Teaching Entrepreneurship.
Session 7. Virtual Collaboration in Start-up Teams  
May 18, Section 1: 8:30am-11:20am, Section 2: 3:00-5:50pm

Homework:  
Written version of group assignment diagnosing key problems in your start-up needs to be turned in in hard copy in class

Required Readings:  
- Creating and Sustaining Trust in Virtual Teams  
- Virtual Teams: A Collaborative Challenge

Suggested Readings:  
- http://readwrite.com/2012/05/14/how-and-why-your-startup-should-go-virtual  
- http://time.com/money/4694184/companies-work-from-home/

In Class Exercise:  
- GlobeSmart Exercise

Guest Speaker:  
Jake Goldman, President and Founder at 10up

Jake has been building websites since the 1990s, and has built award winning web-based solutions for Fortune 100 companies, the U.S. Navy, major universities, and high profile non-profits. His analyses have been quoted on high profile websites like c|net and the Winsupersite. Jake started working with WordPress in 2006 while managing the interactive division of a 100-man contractor. In February 2011, Jake founded 10up with a vision of a distributed, elite team that could build beautiful, easy to manage websites on the web’s best platform – WordPress. He bootstrapped the company into the team you see today. Between leading the charge at 10up, Jake has been a writer and expert reviewer for Smashing Magazine and taught WordPress development at Boston University. Jake has spoken at conferences and events around the country, including CMS Expo, Prestige, Pressnomics, and WordCamps in San Francisco, New York City, Chicago, Phoenix, Philadelphia. He helped organize the first WordCamp Boston in 2010, founded the WordPress Providence Meetup in Rhode Island, and restarted the WordPress Meetup in Sacramento. Jake is a core contributor to WordPress and maintains some of the highest rated plug-ins on the official repository. Cumulatively, they have been downloaded over 1,250,000 times.
Session 8. Panel Discussion of Common People Problems in Start-up Teams
May 25, Section 1: 8:30am-11:20am, Section 2: 3:00-5:50pm

Required Preparation:

- Bring a rough draft of your final presentation to class printed out or on your laptop to run through with your coach in class (whom you will be assigned to today)

Suggested Readings:

- [http://readwrite.com/2012/05/01/3-ways-to-stop-fighting-with-your-team](http://readwrite.com/2012/05/01/3-ways-to-stop-fighting-with-your-team)
- [http://fundersandfounders.com/startup(dirty-laundry-conflicts-that-kill-partnerships/](http://fundersandfounders.com/startup(dirty-laundry-conflicts-that-kill-partnerships/)
- [http://startupcollective.com/10-most-common-startup-mistakes/](http://startupcollective.com/10-most-common-startup-mistakes/)

In Class Exercise:

- Panel Discussion
- Coaching session where the panelists will offer tips on your final presentation – come prepared!

Guest Speakers:

Chris Shipley, Technology Analyst
A leading technology analyst for more than 30 years, Chris is passionate about entrepreneurship as the driver of innovation, economic growth, and restorative sustainability. She has built a career identifying innovations that create markets and drive positive change. Currently at MIT, Chris curates Solve, a new initiative to inspire and empower individuals to combine technology, innovation, and policy to address the world’s most difficult challenges. Chris is probably best known as the executive producer of the DEMO conference from 1996 to 2009, Chris helped more than 1,500 companies take their market debut. If those companies were a portfolio, they would have a combined market value of more than $60 Billion.

Chris began her career at Ziff-Davis, where she worked as a writer and editor for 12 years before joining International Data Group (IDG) to lead DEMO. Chris co-founded two companies, including the startup media and consulting firm Guidewire Group. Her work has won numerous citations, including the prestigious SVForum Visionary Award in 2010. She sits on the boards of Versaic, Inc. and Thinktomi, and is an advisor to a number of high-impact early stage companies. Chris holds BA degrees in Literature and Communication Arts from Allegheny College in Meadville, Pennsylvania.

Josh Elman, Partner Greylock
Josh joined Greylock in 2011 and invests in entrepreneurs building new consumer products and services. Josh specializes in designing, building, and scaling consumer products. Before joining Greylock, Josh spent 15 years in product and engineering roles at leading companies in social, commerce, and media that have grown to more than 100 million users. Josh was the product lead
for growth and relevance at Twitter, growing Twitter’s active user base by nearly 10x. Prior to Twitter, Josh worked on the platform at Facebook and led the launch of Facebook Connect. Josh was an early employee at LinkedIn and helped establish early models for user growth and launched v1 of LinkedIn Jobs. Josh also held roles leading product management for Zazzle, and product and engineering for RealJukebox and RealPlayer at RealNetworks. Josh currently serves on the boards of Medium, Houseparty, Operator, Discord, and Jelly. Josh also works closely with our investments in Musical.ly and Nextdoor. Josh led Greylock’s investment in SmartThings, which was acquired by Samsung in 2014. Josh holds a BS in Symbolic Systems with a focus on Human Computer Interaction from Stanford University.

Kate Purmal, CFO Versaic
Kate Purmal is a pathological optimist and accomplished visionary who brings out the brilliance in leaders and their teams. She has over 15 years of experience working as a CEO, COO and CFO to start-ups and privately held technology and life sciences companies. Kate is currently a board director an the COO and CFO of Versaic, a privately held company whose SAAS solution is used by dozens of the largest brands in the US to manage corporate philanthropy programs, including Jet Blue, Starwood, Oakley, Kohler, Wegmans, USAA, Quicken Loans, and Citi. She previously served as Senior Vice President of Digital Content at SanDisk, and as a strategic consultant to Clorox, Hewlett-Packard, Intuit, SanDisk and Verifone. As serial entrepreneur and expert in launching successful new companies, Kate co-founded and served as CEO of the software joint venture U3 (merged with SanDisk in 2007), co-founded of Liquid Machines (acquired by Check Point Software Technologies in 2010), and was a member of the founding management team at Palm, Inc (acquired by US Robotics in 1995). She leverages her start-up expertise to advise and coach CEOs of companies funded by leading venture capital firms including Accel Partners, Khosla Ventures, Sequoia Capital, Sierra Ventures and the Omidyar Network.

Kate regularly works with executives, leaders and their teams to achieve breakthrough business results. Kate has personally coached and advised more than 100 global CEOs and executives in more than two dozen industries including computer hardware and software, semiconductor, cleantech, big data, medical devices, media, management consulting, publishing, consumer products, investment banking and private equity.

Kate is the co-author of the upcoming book The Moonshot Effect, How to Disrupt Business-as-Usual that will be published in 2016. She is a frequent guest lecturer at leading business schools, including Stanford Graduate School of Business and the McDonough School of Business at Georgetown University, and the UCLA Anderson School of Management.

Matt Barnard, Co-founder and CEO at See Jane Farm
Matt is the co-founder and CEO of See Jane Farm, an pioneering AgriTech firm deploying innovative technology to achieve hyper-yield ag and collapse the supply chain to make amazing, local, heirloom, pesticide-free produce possible with a 99% smaller water footprint, 50% lower methane and waste footprint and 350x the yield of conventional agriculture.

Before founding See Jane Farm, Matt founded and served as CEO for Search Fund Capital, a
single-industry LBO (search fund), was an operating partner at 523 Capital, and served as President & COO of Whalen & Company, a highly specialized engineer, project/program management and supply chain services firm.

Matt received his undergraduate degree in Economics and Music Performance from Northwestern University and his Masters in Business from Stanford GSB.

**Jeff Tannenbaum, Partner @ BlueRun Ventures**

Jeff is a product developer, founder and investor in consumer mobile services. He serves on the investment team at BRV and is an active board member in numerous BRV portfolio companies. In addition to BRV, Jeff is an active angel investor, as well as a mentor with UpWest Labs Accelerator, 500 Startups, and the Thiel Fellowship.

During his undergraduate studies at Penn State University, Jeff co-founded CollegeFriends, the first online community for college students. He later went on to launch DreamFront, and PhotoCrank. A lifelong software developer, he started coding at age 6 on his Apple II+ computer and is still an active contributor on various software projects to this day.

Jeff spends his time mentoring and coaching founders on everything from product design, behavioral psychology, to business strategy and team management.
Session 9. Wrap-up and Group Presentations
June 1, Section 1: 8:30am-11:20am, Section 2: 3:00-5:50pm

In Class Exercise:
- Student Group Presentations

Judges:
Lisa Goldman
Lisa Goldman is a partner at Management Associates, an international consulting firm known for strategy formulation, management of change, mobilization of high-performance teams, and executive coaching.

Lisa's diverse clients range from Fortune 100 companies to high-tech startups: Apple, Box, About.com, Match.com, E*Trade, Estee Lauder, AOL, Cisco. She has consulted to over 50 start-up teams and participated in dozens of successful acquisitions and integrations internationally.

Lisa received her BA in Asian Studies from William Smith College and her MBA from the University of Oregon. Prior to joining Management Associates,

Lisa worked for Apple Computer and NeXT Computer. Lisa is currently on the Board of Versaic Corporation and has served on the Board of Women In Consulting and as a Director of Women In Technology: Global Executive Network. Lisa has led courses at UCSC’s Management Institute of Leadership Excellence Program and serves as a Pitch Judge for the National Foundation for Teaching Entrepreneurship.

JJ Singh
Jagot (J.J.) Singh is a Board Member, Investor, and Advisor to several startups in the enterprise, mobile, and healthcare markets. His successful exits include CirroSecure (NYSE:PANW), Zero Degrees (NYSE:IACI), Dogster (Say Media), Chestnut Medical (NYSE:COV), Second Foundation (NYSE:FIS), Encentuate (NYSE:IBM).

JJ has been CEO and founder of four venture backed companies and is an active member of Stanford Angels and TIE Angels.

He has served as a Lead Mentor and Advisor to over a dozen companies at StartX and is on the Advisory Board of Cardinal Ventures. He advises companies in raising funding, building teams, closing sales and large deals, developing market strategies, and building world class products. JJ has a MBA and a MS in Engineering Economic Systems from Stanford University and a BE in Mechanical Engineering from Panjab University, India.