Tiimiakatemia spreading all over the world
Units and initiatives around the world

TIIMIAKATEMIA IN BRIEF:
Entrepreneurship unit of JAMK University of Applied Sciences
9 team companies, 140 team entrepreneurs
5 full-time team coaches
Degree: Bachelor of Business Administration, duration of 3.5 years, 210 credits
Leading team entrepreneurship unit of Europa
www.tiimiakatemia.fi

GRADUATES OF TIIMIAKATEMIA
• become an entrepreneur 96%
• find your job now 43%
VALUES OF TIIMIAKATEMIA

1. Relationships, building and maintaining partnerships

We willingly give and receive constructive feedback from each other and evolve through it as human beings. Our company’s operations are based on personal relationships with each other, with our families and customers; the strength factors of our business are creativity, trust, respect and openness.

2. Team entrepreneurship

We are growing into team entrepreneurship through continuous trainings and teamwork. We train ourselves for the creation of our own jobs. We know and understand our responsibility for the environment and we help others.

3. Continuing experimentation and creation of new

We break the boundaries and we have the courage to do things that we have not tried before. We seize opportunities with an open mind.

4. Reading, learning by doing and practicality

At the Tiimiatemka, we learn to apply the latest theories into practice together with our customers and partners. We take responsibility for our own and for our team’s activities. Actions speak on behalf of us.

5. Travelling and internationality

Sometimes one has to go far to see what is close. We travel a lot because we want to be global players in all continents, thus we learn even faster and more, and at the same time we are developing the international network of Tiimiatemka.

Glocally. Blasting 4.0 Transteambreneur
All of our team companies are growth enterprises - the growth cannot always be measured in money.

Our arenas of growth are learning, skills, courage and joy of life.

BY DOING AND STUDYING

We have learnt to learn by doing and by studying and by applying theory to practice, and it has not been easy. Acting at the intersection of the school and business world has been a great adventure, and even more exciting due the fact that we are working with real customers and instead of playing we run real businesses. At the same time we develop our own team and the future networks.

The traditional school challenges individuals to learn. Professional know-how is generated by studying hard, by completing the courses, attending the exams and practical training.

ARENAS OF LEARNING

At the Tiimiakatemia, the individuals are learning in the team, in the own team company, as well as in the network of customers and partners.

In Tiimiakatemia, learning is performed as an individual, as a team member and as an entrepreneur. You are constantly in practical training in your company, you are supported by the team and get feedback, you study hard and assemble your own theoretical reference framework, which you are implementing in projects and in team company’s practices.

Much has been written about enthusiasm, but we live in it.

“In many cases we have been delighted in the fact that ordinary people have done extremely great stuff, which they have previously only dreamt of.”
The combined turnover of our team companies has been exceeded

During 3.5 years a few teams have achieved

EUR 2 000 000
EUR 1 000 000 turnover

HOW ARE MONEY AND LEARNING RELATED?

The turnover of our team companies describe their successes and the fact that the customers are willing to pay for the products and services we offer. The companies of our students are owned by themselves and they are responsible for the companies’ activities, as well as the costs incurred as well as the obligations before the partners and society. In addition to the skills of customer relations and marketing, the knowledge of how to deal with money, book-keeping and ensuring the profitability of operations is developed.

THE TEAM COMPANIES ARE ECONOMICALLY INDEPENDENT

The financial independence of the team companies also opens up new learning opportunities. The team members can participate in paid workshops, the most popular of which is an annual Nordic Business Forum. Students are allowed to make study trips abroad even the entire team together. For example, several weeks working in godparent Timiakatemias in Hungary and Basque Country have proved rewarding. The funds acquired together have been used reasonably in recreational activities and dining.

AROUND THE WORLD

After graduation, each team completes a 6-8 week-long tour around the world. Travelling is one of our values:

Sometimes one has to go far to see what is close.
Entrance exam

We too have entrance exams! We follow the Jyväskylä University of Applied Sciences' Business development training programme, and we have 40 study places.

Forming the teams

Each team includes 15-20 members selected on the basis of team role testing. The aim is to establish an as heterogeneous team as possible, in which its members are of different ages and from different parts of Finland, including men and women. In our experience, the optimum size of the team having an important role in learning is fewer than 20 people, but in teams with fewer than 10 members, the interaction is not rich enough.

TEAM DEVELOPMENT STAGES

1. THE WORKING GROUP (0-4 months)
2. THE PSEUDO TEAM (5 -12 months)
3. THE POTENTIAL TEAM (12 – 24 months)
4. THE REAL TEAM (24 – 32 months)
5. THE HIGH PERFORMANCE TEAM (36 months –)

Learning agreement

Creation of a learning agreement is the main tool for directing individual learning.

1. How do I get there?
2. How do I know I am there?
3. Where have I been?
4. Where am I now?
5. Where am I going?
Someone can claim that learning is not the premises. We believe that a radical, innovative and experimental environment is very important to us. Free flow of information, informal meetings and genuine dialogue require equivalent premises. Below you can find some unique insights that are important for the learning architecture. Anyone can build the room of one’s kind. It is important that the trainees will be involved in planning and implementing the rooms.

**Valkku’s closet**

This place is called in a traditional school a teacher’s room, but because there are no teachers in Tiimiakatemia, this is the coaches’ room or corner, because these rooms do not have doors and, therefore, these are not exactly the places of individual work. Often, the situation gets out of control and the coaches work areas are filled by team members who are asking for advice or feedback on their studies and essays.

**The main square**

The legendary meeting place. Once a month there is held Tiimiakatemia’s counting, which used to be called “Housto’s Calls” and before that “Can you hear the bird singing.” Here, many team members have the opportunity to speak into the microphone for the first time. The information flows, teams tell about their successes and failures. The main square and its stage is also the arena of the legendary 24 hours birth. The 24H is the team’s “final exam”: the team has that amount of hours to resolve the joyful creative challenges received from the companies.

**Training facilities**

This is the place where the teams meet twice a week to share their experiences and lessons learnt, to innovate and to resolve challenges. The training facilities have interesting names such as Aquarium, Terrario, Planetarium, Innovatorio and Galaksinaario. Every room is equipped with comfortable armchairs for about 20 people.
Hard Mym Café

Isn’t this story a legend? This café is always created by chance and unexpectedly in Tiimiakatemia, by anyone. Offers coffee and treats, and eventually just disappears. Amazing! The café also has its blog. A small taster:

“HardMymCafe has finally started to find its place. The café operating in the heart of Tiimiakatemia has received a great deal of support. The last week was really full of events in HardMymCafe. The development was continued and some very strange conversations were heard on the legendary “crescent moon” couch. New customers keep finding our café constantly and it is good, as the most important idea is to bring people of the Academy together for a morning coffee. HardMymCafe lives in the power of community.”

ROCKET REPAIR SHOP

This is Tiimiakatemia’s brand shop or factory store. We sell everything that relates to us: books, notebooks, t-shirts, rocket models, assessment passes, etc. That’s a must.

On the customer’s premises

We visit a lot our customers, although at first place, they are scary and one really feels being out of their comfort zone. You never know if you are welcome or not. In general, we are accepted really positively, and many are really interested in our stuff and in Tiimiakatemia. Sometimes even some deals are created!

Teams’ offices

Each team has its own office. These are not very big, but are still own beloved “nests”. The offices can be furnished at the team’s own discretion. Usually there is a large work desk for rather big party with their laptops. A couch is also found there, and one desktop computer and the walls are covered with documents describing the team.
This is how it goes

THE MAGIC TRIANGLE OF LEARNING

The team company's "business fabric", which defines the promise of values, key resources, partners, key activities, customer segments, revenue model, as well as the structure of revenues and expenditures.

24 HOURS PER WEEK OF PROJECTS AND LEARNING TOGETHER WITH CUSTOMERS

Learning by doing in an own team company. Projects, cases, own cafes, events. Running the real company together with team members. Financial management, guiding, building a network.

8 HOURS PER WEEK OF TRAINING AND EXCHANGE OF EXPERIENCE WITH THE TEAMS AND CREATING NEW KNOWLEDGE AND CROSS-POLLINATION

What is the purpose of training? These used to be called “fertilisation.” The training is meant for sharing information and a change of experience. In other words, the team members reflect their learning, crystallise the information and make plans. Sometimes they innovate, share personal sorrows and joys, weep and laugh. No one doubts the power of dialogue, and it seems to work year after year.

8 HOURS PER WEEK OF STUDYING AND WRITING ESSAYS. PLANNING OF OWN STUDYING AND REFLECTING OF LEARNING.

We study a lot. Those from Tiimiakatemia are the most active users of the City library. Business literature learnt hard, with a week per book rate. An essay is completed for each book, explaining the hardest “hits on brains” and application in practice.

In order to understand the deeper meaning of the training, one needs to explore the basic principles of the dialogue, how to think together.

Training 2x per week, 4 hours at a time.
The trainee lives in the coach's feedback. Two times a year, an hour or two is reserved for personal performance review for thoroughly discussing the development of skills as well as the future learning challenges. In addition, daily interviews are needed; a few-minutes-chat, for example, after the training is already a good start for interaction. When the team member does not feel threatened, he or she can provide realistic and even harsh feedback.

Hockey is played with all the team members, including those with whom one would no way want to deal with.

**Dismantle Cliques and Play**

But just a sport does not connect people. The same applies to Timiaakademia: not all are the best of friends with each other, but will, however, work together. Insecurity and uncertainty causes a generation of cliques between team members, the dismantling of which requires a good attitude from the coach. Especially open discussion is needed as early as possible and often.

Team members must be able to trust the coach, and trust is developed on the basis of a good example and activity. When the team members trust the coach and the team, they are no longer afraid of becoming snubbed or meeting failures. Everyone must have the courage to express one's views to others, and no one should keep their emotions inside, not even the coach.

**Without a Coach the Team Gets Lost for Sure!**

Does the coach have the courage to intervene when no one else would? Does he or she take hurting issues up before everyone? Does he or she require transparency and honesty in the activities? If conflicts arise inside the team, these must be dealt with in early stage.

**Who's at Fault if Success Is Missing?**

Athletes are often brilliant in finding good causes for failures from outside of themselves, such as judges, other players and coaches.

In Timiaakademia, the blaming of coaches is rare. The teams are self-regulating and the coach is considered often in a minor role. Teamwork does not fail apart due to poor coaching, but the development may be slow and operation becomes aimless and uncertain. The coach leads the way and advises of the less dangerous route. He or she blows wind in the sails.
TIIMIAKATEMIA
Additional information and publications

TIIMIAKATEMIA — HOW TO BECOME A TEAM ENTREPRENEUR

Interesting stories and descriptions along with the hilarious illustrations open the main theories and philosophies upon which the entire fascinating learning architecture is built on. Much dialogue is used, because everyday life in Tiimiakademia consists of human interactions. The book offers plenty of delicious examples. The author, Timo Lehtonen, has worked as a coach in Tiimiakademia since 2002 and has coached a total of 10 teams. He has extensive and in-depth experience in coaching teams and team entrepreneurs as well as the development of a learning organisation. The publication is illustrated by illustrator Tiina Hoskani who specialises in graphical

BOOK OF INSPIRATION FOR GUIDING COLLEAGUES

The visual book of inspiration for guiding colleagues provides tools for guiding the Y-generation. Through earth, water, fire, wind and emptiness elements, this book of inspiration explains the different steps of guiding colleagues. Colleague-guiding tools are useful for all future leaders.

Kaverijohtamisen
visualinen innostuskirja

The author, Dr Heikki Toivanen, works as a team coach in Tiimiakademia and as a partial time entrepreneur and professional board member. Heikki has 20 years of extensive and global experience in leadership of organisations from large corporations to micro-enterprises. Heikki is interested in strategy building and the creation of new businesses. His research interest includes strategy and management.

Johannes Partanen
FLASH OF INSPIRATIONS
OF LEARNING AS AN INDIVIDUAL

The book was published 18/1/2014. This is the follow-up book for the Best Tools of Team Coach. Next year a third book in the same series will be published: What does a team coach need to know about team learning?

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