

STRATEGY. WORK. PEOPLE.

Building Effective Teams

Building Effective Teams focuses on how to implement practices for leading highly effective teams in unstable and often distributed environments. Participants will learn how to build and guide diverse teams that can navigate the impacts of external and internal forces and how to form, coach, and lead teams who are resilient and responsive to complex work and volatile contexts.

The course begins with an exercise that reinforces the difficulties we encounter when working in teams. Participants are then introduced to the *Building Effective Teams* model which underpins and organizes the rest of the course. Next, the course explores the external environment, context, and culture that all teams operate in and that always surrounds and affects team functioning. We move to a discussion of what makes "real" teams highly effective and distinguishes them from working groups. After this, the course covers a number of factors that drive highly effective teams, including direction, structure, relationships, leadership, and self-governance. All along the way, teams explore how these factors work in the complex and unpredictable contexts we work in today. Additionally, in each module, participants think about how to apply what they are learning to an actual team they work on or lead in their own work context.



YOU WILL LEARN TO:

- Describe what a high performing team is and establish the conditions that must be in place to create one
- Discover the structure and elements that comprise high performing teams and apply tools that can be used to build them
- Define the most important drivers of team performance in almost any environment
- Employ leadership behaviors and actions to improve the performance of your teams

STRATEGY. WORK. PEOPLE.

KEY TOPICS

- **Module 1: Focusing on Teams**
 - Defining Project Management
 - Building Effective Teams Model
 - Teams and Trust
- **Module 2: Context and Culture**
 - Definition of Context and Culture
 - Assessing Context Volatility and Uncertainty
 - Understanding External Context
 - The Effects of VUCA
 - Findings on Culture
 - Improving Culture
 - Cultural Factors and Artifacts
 - Leading Knowledge Workers
 - Characteristics
 - Motivation
 - Challenges
 - Barriers For Knowledge Workers
- **Module 3: Team Performance**
 - What we Know About Teams
 - Dysfunctional Teams
 - Team Performance Curve
 - Real Teams
 - Characteristics
 - Attributes
- **Module 4: Direction**
 - Defining Direction and Problem
 - Problem Framing
 - The Problem with Problem-Solving
 - Problem Reframing: Seven Steps
 - Benefits and Elements of Clear Direction
 - Change Happens When... Change Vision is Essential
- **Module 5: Structure**
 - Defining Structure
 - Structural Fundamentals
 - Centralization
 - Formalization
 - Hierarchy
 - Specialization
 - Basic Configurations
 - Mechanistic
 - Organic
- Tools for Team Structure
 - Mission
 - Goals
 - Roles
 - Norms
 - Boundaries
 - Team Charter Canvas
- **Module 6: Relationships**
 - Defining Relationships
 - Four Building Blocks for Great Relationships
 - Communication
 - Feedback
 - Trust
 - Safety
- **Module 7: Leadership**
 - Defining Leadership
 - What Effective Leaders Focus On:
 - Managing the team process
 - Coaching the team members
 - Collaborating widely in and across organizations
 - Measuring performance
 - Managing Conflict Styles
 - Managing Virtual Teams
 - Site Visit Best Practices
 - A Framework for Coaching
 - Why Doesn't Collaboration Always Work?
 - Conditions for Success
 - Collaborator's Toolkit
 - Measuring Team Effectiveness
- **Module 8: Governance**
 - Defining Governance
 - Organizational Evolution: Interdependent Collaborative Cultures
 - Creating a Shared Governance Culture
 - Components of Governance:
 - Sponsor Direction
 - Team Selection
 - Charter
 - Operating Agreement
 - Action Plan