Building High-Performing Teams

Course Code: BUS 08
Quarter: Winter 2019
Schedule: Mondays from 6:30 pm-9:00 pm January 28, February 4, February 11, February 25, 2019 and Saturday and Sunday from 10:00 am-4:00 March 9 and 10, 2019

Instructor: Jeff Colvin
D3Strategy, LLC

Course Overview

Your success depends on you and your team. This is why the building and sustaining of a high performing team is necessary in any type of organization. From the early stages of team member selection and team kick off to the ongoing challenges of team communication, and change in scope and membership, we will learn new tools and techniques that can applied immediately to your current team.

This course will provide a learning experience using your current and past team challenges to build the appropriate set of behaviors, tools, and measures for future success. Through the exploration of team formation, role and goal clarity, stakeholder management, and virtual teams with cross cultural diversity, we will develop specific plans of action for your team. Using your personal case-studies we will engage in highly interactive small and large group exercises and discussion to plan remedial action and improvement. Each session will provide the opportunity for you to translate new ideas and thinking to the set-up of your team, the establishment of a sub-culture, the alignment of roles, and the operational cadence to execute your mission. You will also learn from your classmates as they apply their learning to action. Aspiring leaders know how to cultivate a team to high performance to assure individual, team and organizational goals are met.

The final capstone case study encourages you to work as a team in the classroom to dissect, analyze, and recommend solutions to address a globally established organization struggling to meet its corporate goals. Many parallels from this exercise will be directly applicable to your current team challenges and opportunities.

Credits and Grade Requirements

The value of the course comes from an exploration of the content, the interaction and shared learning during class time, and most importantly, the application to your daily lives between and after class. Each topic will be discussed with an intent to provide tools, concepts, and behaviors that will enhance your approach to building a high-performance team.
Classroom attendance and engagement are absolutely necessary to appreciate and gain value from this course. Through discussions, small and large group exercises, role plays, and plans of action each participant will translate their learning to personal application.

Credit Options

- No grade requested (NGR): Attend class and actively participate. (All classes required, make up possibility upon request)

- Credit/No Credit: Attend all classes (make up possibility upon request). Actively participate in class and complete eight weekly personal application assignments to demonstrate the translation of learning to action. These 4 between class (homework) assignments will be assigned each of the first four class sessions and due the next (by start of class; 6:00 pm). The homework may be submitted by hard copy personally to me, emailed to me or uploaded on the Canvas web site.

- Letter grade: Students must complete the Credit requirements (listed above), and write a paper describing the specific approaches to be used to build a high-performance team. This paper should be constructed as a description of what will change and how these changes will be implemented to improve overall team effectiveness and success. This paper will be due on March 8, 2019, no later than 5 calendar days after the last day of the course.

Grades will be determined on a total basis of 100 points

| Attendance – 4 Mondays (5 points each): | 20 |
| Attendance – Saturday and Sunday (10 points each) | 20 |
| Weekly Assignments – Mondays only (5 points each): | 20 |
| Final Paper | 40 |
| TOTAL | 100 |

Grading

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- Note: If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose either the Letter Grade or Credit/No Credit option. Courses taken for NGR will not appear on official transcripts or grade reports.
Tentative Weekly Outline

Session 1: January 28th – The Value of a Team and Team Synergy

Exploration of the rationale for forming a team and an exercise to determine and evaluate the power of leveraging the talent of all team members.

Personal Assignment (Translation to Action):
- Definition and characteristics of a winning team
- Operating agreements
- Making and meeting commitments
- Team synergy

Session 2: February 4th – Team Selection and Formation

Appropriate team member identification and vehicles for evaluating team performance. Predictability of team evolutionary stages and team kick off best practices.

Personal Assignment (Translation to Action):
- Team member selection
- Team process and evolution
- Team kick off
- Team meeting effectiveness

Session 3: February 11th – Stakeholder Management

Determination and identification of key stakeholder management processes and the development of trust and communication to assure alignment.

Personal Assignment (Translation to Action):
- Stakeholder identification
- Stakeholder requirements planning
- Building and re-building trust
- Fundamental communication
**Session 4: February 18th – Cross Cultural Connections**

Appreciation of cultural differences and team diversity. Approaches to align members of the team and others with common goals and processes.

Personal Assignment (Translation to Action):
- Country and corporate culture
- Cultural stereotypes and faux pas
- Globe study of cultural leadership
- Alignment

**Session 5 & 6: March 9th – Virtual Teams and Performance Management**

Enhanced methods to connect virtually with teammates and to manage the conflicts and performance challenges between team members.

Personal Assignment (Translation to Action):
- Virtual team best practices
- Tracking and managing team process and performance
- Red flagging and TOURING
- Performance feedback
- Team and individual recognition
- Core values

**Session 7 & 8: March 10th – Team Closure and Sustainability**

Ongoing shared learning from team experiences and approaches to address change in teaming throughout the team process. Capstone case study to apply learning and to translate to personal case value and action.

Personal Assignment (Translation to Action):
- Team retrospective
- Team adjustments and change for sustainability
- Vigilance case study
- Personal case study
- Commitment to action

All assignments for week 1 through 4 are due by 6:00 pm the following session. Final paper is due 5 days from the last day of class; March 15, 2019.