BUILDING EFFECTIVE TEAMS

3 DAYS

COURSE OVERVIEW

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 impact of external and internal forces as well as 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 organises 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. Following this, the course covers a number of factors that drive highly effective teams, including direction, structure, relationships, leadership and self-governance. Along the way, teams explore how these factors work in the complex and unpredictable contexts we work in today. Additionally, in each module, participants are encouraged to think about their own work context and how to apply what they are learning to an actual team they work in or lead.

LEARN HOW 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 behaviours and actions to improve the performance of your teams

COURSE TOPICS

Focusing on Teams

- Defining project management
- Building effective teams model
- Teams and trust

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

Team Performance

- What we know about teams
- Dysfunctional teams
- Team performance curve
- Real teams
  - Characteristics
  - Attributes

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

Structure

- Defining structure
- Structural fundamentals
  - Centralisation
  - Formalisation
  - Hierarchy
  - Specialisation
- Basic configurations
  - Mechanistic
  - Organic
- Tools for team structure
  - Mission
  - Goals
  - Roles
  - Norms
  - Boundaries
- Team charter canvas

Relationships

- Defining relationships
- Four building blocks for great relationships
  - Communication
  - Feedback
  - Trust
  - Safety

Leadership

- Defining leadership
- What effective leaders focus on:
  - Managing the team process
  - Coaching the team members
  - Collaborating widely in and across organisations
  - 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

Governance

- Defining governance
- Organisational evolution: Interdependent collaborative cultures
- Creating a shared governance culture
- Components of governance:
  - Sponsor direction
  - Team selection
  - Charter
  - Operating agreement
  - Action plan