

Leading High Performance Teams – 2 Days

Improve team performance through leadership and communication

The flexibility and perseverance of the high performing team set it apart from a team which is merely productive.

Course Description:

Recognizing that nearly all projects are accomplished through the concerted, coordinated work of teams of people, this course focuses on the human factors in project management. Whether the teams are part-time volunteers or highly-skilled professionals, their productivity and success is dramatically affected by the relationships within the team and the ability to function as a cohesive unit. This class provides a vision of a high performance team and specific guidelines every team leader can follow to improve their team's performance.

Project teams have a special challenge: they come together for a temporary assignment in which they face a unique problem. Successful teams build a positive team environment and learn to work together to solve problems even in the face of conflict. This course explains leadership styles, presents proven communication techniques, and details team building principles in the context of the project environment. Combining lecture, discussion, and practice, participants learn the theory behind the art of managing teams. This course makes extensive use of role playing and experiential learning to help participants internalize the skills more rapidly.

Strategic Course Goals and Objectives:

1. Enhance team performance by improving cohesion and collaboration.
2. Avoid costly delays due to unresolved issues and conflicts.
3. Recognize and avoid problems before they occur.
4. Improve the bottom line by getting people to work together quickly.
5. Develop lasting relationships that team members can carry forward to future projects.

Tactical Skills:

1. Draw out effective performance from a team of people who have a range of skills, attitudes and cognitive/behavior styles.
2. Lead and facilitate a group of people to productively solve abstract problems.
3. Form a group of individuals into a cohesive team that shares a commitment to a common goal.
4. Create a positive, productive atmosphere within a project team.

Course Audience:

Project managers, team leaders, managers and senior team members who need to effectively lead work groups.

Prerequisites:

Before attending this course, students must have:

- Project Management experience.

Course Outline

1. Introduction to Managing Project Teams

What are the biggest team management challenges? Introducing a high-performance team model.

Personal Leadership Skills

2. Leadership Styles and Behavior Styles

Why do diverse team members demand a variety of leadership styles? How can you use behavior styles to improve communication?

3. Stages of Team Development

How do you adjust your leadership style to reflect the maturity of the team?

Creating a Positive Team Environment

4. Ground Rules

How can you establish common expectations about team behavior?

5. Listening Skills

How to improve your active and empathetic listening skills. How can listening skills reduce conflict and increase trust?

6. Team Identity

How do you increase goal identity? How do you best utilize diverse skills and experiences? What's the value of understanding a project's context?

7. Problem Solving

How can a team establish a common problem solving strategy? How can you employ structured techniques for group problem solving?

8. Meeting Management

How do you prepare and run a meeting? What's the right way to handle meeting closure, action items and meeting minutes?

Team Collaboration

9. Decision Making

What are decision modes and how do you use guidelines to achieve consensus?

10. Conflict Resolution

What is the value of conflict and what are some common responses to it? How can you move past deadlock? How do you avoid “Groupthink?”

11. Promoting Continuous Learning

How do you promote a culture of innovation? What leadership traits encourage appropriate risk taking?

12. Team Building Activities