MINI-MBA

LEADING HIGH-PERFORMANCE TEAMS

By

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Some things don't change. Effective team leaders: (a) *communicate effectively* – pitching the social purpose and business vision, setting expectations, and motivating, (b) *are prepared* – directing change rather than being at the mercy of it, (c) *listen and look* – maintaining situational awareness of both the internal and external environments, (d) *think systemically* – seeing the big picture while others work in silos, (e) *understand and care about their employees* – acting as servant leaders who build social capital by establishing the firm as an employer of choice, and (f) *balance micro and macro management* – finding the sweet spot between control and empowerment. Teams whose leaders do not effectively express all six competencies will struggle.

However, geopolitical/socioeconomic trends, disruptive innovation, the pandemic, social-cultural developments, and market volatility have reshaped the playing field. We are early in the transition of a change in the "climate" of work and technology. Digital processes not only bridge geographies in unprecedented ways and speed but also alter how we approach work. Computers are increasingly able to: (a) *analyze* (i.e., uncover previously unknown patterns), (b) *optimize* (e.g., tell a plane at what altitude to fly to optimize fuel efficiency), (c) *prophesize* (e.g., inform you what a particular customer is likely to buy, when an accident at your plant is likely to happen, and when your equipment is likely to fail), (d) *customize* (i.e., products/services for a specific customer), and (e) *digitize/automatize* an increasing array of products and services. Teams whose leaders and employees do not effectively deploy all five elements will struggle. Adaptation to this changing environment creates nontrivial strain on employees. Teams whose leaders do not proactively address the strain and lead change effectively will struggle.

Today's leaders need to keep ahead of the rate of change and connect with a diverse workforce, customers, and shareholders – all of whom will likely know more about each other and communicate differently with management than in the past. In our very recent past, preparation for work entailed the codification and transfer of existing knowledge. Now, success requires a nimble mind-set that emphasizes learning over knowing and people skills over compliance. The people make the place.

This course is designed to provide mini-MBA students with key concepts and knowledge that will position them not only to understand the nature of high-performance teams but also to develop and sustain them in practice. Course material integrates research and best practice from human resources management, organizational behavior, organizational psychology,

leadership science, social psychology, personality psychology, sociology, and history. The course is designed to apply: (a) knowledge of the characteristics of high-performance teams (differentiating them from other types of teams and work groups) and (b) assessment methodologies to prepare the participants to position their teams to achieve and sustain high-performance status in both leader and non-leader roles.

Competencies:
- Teamwork
- Critical Thinking
- Decision-Making
- Communication
- Responsibility
- Problem-Solving

By the end of the course, participants are likely to:
- Distinguish high-performance teams from other types of teams and work groups.
- Understand the multiple steps to achieve and sustain high-performance status.
- Leverage a better understanding of how individual differences in personality affect team processes and be positioned to adopt long-term strategies that enhance their political and social skill (i.e., yielding a higher "Team Emotional Quotient" or TEQ). Some aspects of team functioning are outside of one's influences. Enhancing one's own TEQ is critical and within one's capability to address.