

## **SSM102: Leading High Performance Teams**

### **Overview**

We've designed this action-based course for managers who are responsible for multiple teams, including diverse, global, and virtual teams. You will learn best practices for creating a work culture that inspires and enables your teams to achieve sustainable high performance and extraordinary results.

This course includes self-assessments, team diagnostics, simulations, and real-life examples of best and worst team leadership practices. As you interact with peers and faculty, you'll learn to identify and apply best practices for maximizing your teams' performance, regardless of functional area, location, or industry. In addition, you will develop a customized action plan to implement when you return to your organizations. Faculty or a certified executive leadership coach will provide a follow-up coaching session within three months of the program to accelerate your progress.

### **Personal Impact**

- An understanding of your team leadership styles, strengths and weaknesses
- A diagnosis of your teams' strengths and weaknesses
- Strategies for designing a work context that maximizes your teams' potential for success
- Best practices for coaching diverse, global, and virtual teams
- Techniques for avoiding common dysfunctional team dynamics
- A customized action plan to implement when you return to your organization
- Follow-up coaching to assess the progress of your action plan

### **Who Should Attend?**

- Mid-level managers whose success depends on their ability to strategically lead multiple teams simultaneously
- Mid-level managers whose teams must interact across different parts of the organization, including global and virtual teams

### **Course Focus**

This course provides a proven team leadership framework that you can apply to bring out the best in your teams. The goal is to help you move your teams beyond acceptable performance toward exceptional performance.

### **Course Outline**

#### **Implementing the Team Leadership Framework**

- Common myths about team leadership and why they don't work
- The team leadership framework and why it leads to better results
- Tools for implementing the framework with your own teams

#### **Understanding your Team Leadership Style, Strengths and Weaknesses**

- Assessing your team leadership style and the impact on your teams' performance
- Assessing your emotional intelligence and the impact on your teams' performance

### **Diagnosing Your Teams' Effectiveness**

- What is the collective intelligence of your teams and why is it a competitive advantage?
- Team effectiveness assessment
- Dysfunctional processes in teams and how to avoid them

### **Developing Strategies for Coaching Your Team**

- Which coaching strategies work best (and which strategies are unlikely to work)?
- When should you actively coach your teams and when should you stay out of their way?

### **Becoming an Effective Decision Manager**

- Why is it more important to be a decision manager than a decision maker?
- 10 steps for effective decisions

### **Creating Externally-Connected Teams**

- Why externally connected teams get better results
- Why team leaders who connect their teams are more successful (e.g., promotions, salaries)
- Strategies for connecting your teams externally
- Assessing your teams' networks
- Strategies for building your teams' external influence

### **Meeting the Needs of Diverse and Virtual Teams**

- Strategies for unlocking the potential of diverse teams
- Strategies for effectively leading virtual teams

### **Implementing Your Team Strategy**

- Developing your action plan for leading your teams
- Follow-up coaching three months after the session to assess your progress