Course Title: Building & Leading High-Performing Teams

- **Duration:** 5 Days (approximately 35-40 instructional hours)
- **Course Goal:** To provide managers and team leaders with a comprehensive framework, practical skills, and actionable tools to intentionally build, lead, and sustain high-performing teams that are collaborative, accountable, resilient, and consistently achieve exceptional results.
- **Core Focus:** Understanding team dynamics, navigating stages of team development, fostering deep collaboration, and resolving conflict constructively.

Learning Objectives:

Upon successful completion of this workshop, participants will be able to:

- **Define** the key characteristics of a high-performing team and diagnose their own team's current state.
- **Apply** a proven model of team development (like Tuckman's Stages) to guide their team's growth.
- **Establish** a strong team foundation by co-creating a compelling vision, clear roles, and effective team agreements (charter).
- **Foster** a culture of psychological safety and trust, where team members feel safe to speak up, take risks, and be vulnerable.
- **Facilitate** constructive conflict and debate, transforming disagreements into a source of innovation.
- **Drive** commitment and accountability within the team, ensuring clarity and ownership of decisions and actions.
- **Implement** strategies to keep the team focused on collective results over individual goals.
- **Lead** effective and inclusive team meetings and decision-making processes.
- **Adapt** their leadership style to build and manage high-performing teams in remote or hybrid environments.
- **Create** a personal action plan to apply these principles and elevate their team's performance.

Target Audience:

- New and experienced managers, team leaders, and supervisors.
- Project and program managers.
- Scrum Masters and Agile Coaches.
- Functional leaders who want to improve the collaborative output of their teams.

Prerequisites:

- Experience in a role that involves leading or being part of a team.

Teaching Methodology:

This is a highly interactive and experiential program. The methodology includes:

- **Interactive Lectures:** Introducing core concepts and models of team effectiveness.
- **Team Dynamics Simulations:** Experiential activities that highlight team behaviors and challenges in real-time.
- **Self & Team Assessments:** Tools for understanding team dynamics, conflict styles, and leadership approaches.
- **Case Study Analysis:** Applying frameworks to real-world team scenarios.
- **Role-Playing & Group Exercises:** Practicing skills in conflict resolution, feedback, and team charter creation.
- **Peer Coaching & Feedback:** Sharing challenges and providing feedback to peers on their team leadership strategies.
- **Action Planning:** Developing personal and team-based plans to apply learning directly to their work.

*(For **Online Delivery**, this will be adapted using breakout rooms for group work, virtual whiteboards (e.g., Miro/Mural) for collaboration, polls for engagement, and interactive Q&A sessions.)*

Materials Provided:

- Comprehensive digital or printed workbook with key concepts, models, tools, and exercises.
- Templates for a Team Charter, RACI Matrix, and a conflict resolution framework.
- Results from team effectiveness or conflict style self-assessments.
- Detailed case study documents for analysis.
- A personal action plan template for team leadership.
- Certificate of Completion.

Detailed Day-by-Day Curriculum

Day 1: The Foundation – What Makes a Great Team?

- **Module 1: Defining a High-Performing Team (Approx. 2.5 hours)**
  - Welcome, introductions, and establishing a collaborative learning environment.
  - Beyond "a group of people who work together": What truly defines a high-performing team?
  - Key characteristics: Clear purpose, trust, open communication, healthy conflict, commitment, accountability, and a focus on results.
  - **Activity:** "My Best Team Experience" – Participants deconstruct a past positive team experience to identify its core elements.
- **Module 2: The Five Behaviors of a Cohesive Team (Lencioni Model) (Approx. 3 hours)**
  - Introduction to Patrick Lencioni's influential model as a framework for the week.
  - **Dysfunction 1: Absence of Trust.** The foundational importance of vulnerability-based trust.
  - **Dysfunction 2: Fear of Conflict.** The difference between destructive fighting and constructive ideological debate.

    - Overview of the remaining three dysfunctions (Lack of Commitment, Avoidance of Accountability, Inattention to Results) and how they build upon each other.
    - **Team Assessment:** Participants complete a self-assessment based on the Five Behaviors for their own team.
- **Module 3: Building the Foundation: Vulnerability-Based Trust (Approx. 2 hours)**
    - Understanding why vulnerability is the cornerstone of trust on a team.
    - Practical exercises for building trust (e.g., Personal Histories, team effectiveness exercises).
    - The leader's role in modeling vulnerability and creating psychological safety.
    - **End of Day 1 Recap & Q&A.**

Day 2: Navigating Team Development & Establishing Clarity

- **Module 4: The Stages of Team Development (Tuckman Model) (Approx. 2.5 hours)**
    - Exploring the predictable stages: **Forming, Storming, Norming, Performing, Adjourning.**
    - Identifying the characteristics and leadership needs of a team at each stage.
    - Strategies for accelerating a team's journey through the "storming" phase.
    - **Workshop:** Diagnosing the current stage of the participants' own teams and discussing appropriate leadership actions.
- **Module 5: Creating Clarity & Alignment with a Team Charter (Approx. 3 hours)**
    - Why teams need a clear and explicit agreement on how they will work together.
    - Key components of a powerful Team Charter:
        - Team Purpose & Vision (The "Why").
        - Team Goals & Success Metrics.
        - Roles & Responsibilities (Intro to RACI).
        - Team Norms & Working Agreements (e.g., communication, meetings, decision-making).
    - **Workshop:** Participants work in groups to build key sections of a Team Charter for a case study team.
- **Module 6: Defining Clear Roles & Responsibilities (RACI Matrix) (Approx. 2 hours)**
    - Deep dive into the RACI framework: Responsible, Accountable, Consulted, Informed.
    - How to use RACI to eliminate confusion, avoid dropped balls, and empower team members.
    - **Activity:** Applying a RACI matrix to a common team process to clarify roles.
    - **End of Day 2 Recap & Q&A.**

Day 3: Mastering Constructive Conflict

- **Module 7: Understanding Your Personal Conflict Style (Approx. 2 hours)**
    - The difference between constructive and destructive conflict.
    - Introduction to a conflict styles model (e.g., Thomas-Kilmann: Competing, Collaborating, Compromising, Avoiding, Accommodating).
    - **Self-Assessment:** Participants identify their default conflict style.
    - Discussion on the pros and cons of each style and the importance of adapting your approach.

- **Module 8: Tools & Techniques for Fostering Healthy Debate (Approx. 3.5 hours)**
    - The leader's role in "mining for conflict" and encouraging productive disagreement.
    - Establishing clear rules of engagement for healthy debate.
    - Techniques for depersonalizing conflict: Focusing on the issue, not the person.
    - Frameworks for navigating and resolving disagreements when they arise.
    - **Intensive Role-Play Workshop:** Participants practice facilitating a team discussion on a contentious topic, encouraging debate while maintaining respect.
- **Module 9: Facilitating Effective Team Decision-Making (Approx. 2 hours)**
    - How healthy conflict leads to better decisions and greater buy-in.
    - Common decision-making traps (e.g., groupthink, analysis paralysis).
    - Decision-making models for teams (e.g., consensus, consent, leader's choice).
    - Ensuring clarity and commitment once a decision is made.
    - **End of Day 3 Recap & Q&A.**

Day 4: Driving Commitment & Accountability

- **Module 10: Achieving Clarity & Buy-In for Commitment (Approx. 2.5 hours)**
    - The link between conflict and commitment: If people don't weigh in, they don't buy in.
    - Strategies for ensuring every team member's voice is heard before a decision is finalized.
    - The leader's role in breaking ties and making the final call when necessary.
    - Communicating decisions clearly to ensure alignment.
- **Module 11: Embracing Accountability (Approx. 3 hours)**
    - The challenge of accountability: Moving beyond the leader as the sole source of discipline.
    - The power of peer-to-peer accountability.
    - The leader's role in fostering a culture where team members hold each other to high standards.
    - A simple framework for accountability conversations.
    - **Role-Play:** Practicing a peer-to-peer accountability conversation.
- **Module 12: Leading Effective Team Meetings that Drive Accountability (Approx. 2 hours)**
    - Moving beyond status updates to meetings that solve problems and drive progress.
    - Structuring meetings to focus on team goals and accountability.
    - Techniques for keeping meetings focused and on track.
    - **Activity:** Redesigning a typical "status update" meeting into an effective, accountability-focused session.
    - **End of Day 4 Recap & Q&A.**

Day 5: Focusing on Results & Leading Hybrid Teams

- **Module 13: Focusing on Collective Results (Approx. 2.5 hours)**
    - The ultimate test of a great team: Achieving collective results.
    - Keeping the team focused on shared outcomes over individual or departmental goals.
    - Using a team scoreboard or dashboard to keep results visible.
    - The leader's role in celebrating team successes and learning from failures.
- **Module 14: Adapting for Remote & Hybrid Teams (Approx. 2.5 hours)**

    - The unique challenges to team cohesion in distributed environments (e.g., trust, conflict, communication).
    - Strategies for intentionally building trust and connection remotely.
    - Tools and techniques for fostering healthy debate and collaboration online.
    - Ensuring accountability and visibility without micromanaging.
    - **Workshop:** Adapting the team-building strategies from the week for a remote or hybrid context.
- **Module 15: Your Team Leadership Action Plan (Approx. 2 hours)**
    - Synthesizing the learnings from the week and the team assessment.
    - **Action Planning:** Participants identify the single most important "dysfunction" to address on their team and create a concrete action plan to begin tackling it.
- **Module 16: Course Review & Commitment to Action (Approx. 1 hour)**
    - Review of the key models and skills for building high-performing teams.
    - Open forum for final questions.
    - Participants share one key commitment from their action plan.
    - Course evaluation and closing.