



## Management 240: Leading Effective Teams

Fall 2015

**Instructor:** [Prof. Stew Friedman](#)  
[friedman@wharton.upenn.edu](mailto:friedman@wharton.upenn.edu)  
[Twitter @StewFriedman](#)  
2208 SH-DH | 215.898.8618

**Class Meetings:** Tu + Th, 10:30-12:50,  
105 SH-DH and  
weekly team meeting  
**Office Hours:** By appointment

**Teaching Assistant:** Michelle Rajotte ([rajotte@wharton.upenn.edu](mailto:rajotte@wharton.upenn.edu))

This course develops your knowledge and skills for designing, leading, and consulting with teams in organizations. The goals are to provide both the conceptual understanding and the behavioral skills required to improve team effectiveness. This course makes use of analytic and reflective writing, peer feedback and coaching, simulations, and a field project with a real team. There are four teams that are the main focus of your study during the course:

1. A team of which you were a member in the past –we'll call this your Former Team.
2. A team to which you'll be assigned with three or four classmates – your 240 Team.
3. A team your 240 Team will find, observe, analyze, and report on – your Host Team.
4. A team you hope or expect to be on sometime down the road – your Dream Team.

The cases for applying course concepts will be these teams you and your classmates know from observation and experience. In Part I, using Hackman's model as the organizing framework, you reflect on your Former Team and your 240 Team collects data about your Host Team, then reports a rigorous analysis and recommendations for your Host Team (though this is not a consultation in which your 240 Team takes action beyond the report). In Part II we use Schwarz's ideas for improving the behavioral dynamics of teams; 240 Teams are our live cases. In Part III we distill insights for future action, including on your Dream Team.

As on the schedule below, some assignments are composed by you **individually**, others by your **240 Team** (full list on last page, detailed instructions on Canvas). Expect to leave this course with new knowledge of how to diagnose and intervene – as leader, member, or consultant – to improve the performance, sustainability, and impact on the members of any team in any setting.

### Readings / Course Materials

There is one required book: Hackman, J. R. (2002), *Leading Teams* (Harvard Business Press). Other readings – including three chapters from Schwarz, R. (2002), *The Skilled Facilitator* (Jossey-Bass) – and course materials are available as files on Canvas posted by Prof. Friedman, on study.net, as free online links, and in handouts. Students are encouraged to share relevant articles, links, and videos. Assigned readings must be done completely before class. Follow up with Prof. Friedman about anything we don't cover in class that is of interest to you.

## Schedule

August 27

### Introduction and Overview

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## I: SETTING THE STAGE FOR GREAT PERFORMANCES

September 1

### The Challenge

*Understand the five conditions that foster team effectiveness: be a real team, have a compelling direction, have an enabling team structure, be in a supportive organizational context, and use expert coaching.*

I01

Your Goals and Team Effectiveness – Read Hackman Ch. 1

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September 3

### A Real Team

*Start seeing teams; task, boundaries, authority, and stability over time.*

Read

I01s written by each of your 240 Team members. Be ready to provide comments to your teammates on how you hope to contribute to their goals.

I02

Real Teams – Read Hackman Ch. 2

M01

Team Meeting Note 1

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September 8

### Your Reputation as a Team Player

*Learn to develop a reputation as someone whom others trust.*

September 10

### Compelling Direction

*Grasp the benefits of a good direction (it energizes, it orients, and it engages) and choices about clarity and completeness of goals, degree of challenge, and alignment with organizational purposes.*

I03

Compelling Direction – Read Hackman, Ch. 3

M02

Team Meeting Note 2

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September 17

### Team Project Goals and Plan

*Upgrade your 240 Team's initial plan to work with a Host Team that will allow you to gather data about it – through observations, interviews, surveys, records, and unobtrusive measures – to diagnose and recommend actions for your Host Team. Hackman's concepts provide the framework for data collection, analysis, and recommendations.*

T01

Team Project Goals and Plan

M03

Team Meeting Note 3

September 22	<b>Enabling Structure I</b> <i>Understand the main elements of team structure: work design, norms that guide and constrain team behavior, and team composition.</i>
I04	Enabling Structure – Read Hackman Ch. 4
September 24	<b>Enabling Structure II</b> <i>Explore how norms from one’s home region influence teams and how to develop and maintain norms to bolster effectiveness.</i>
I05	Imported Norms – Read Hofstede (four short articles on his web site)
M04	Team Meeting Note 4
September 29	<b>Supportive Context I</b> <i>Experience the impact of hierarchy on team behavior.</i>
October 1	<b>Supportive Context II</b> <i>Examine the organizational conditions that support teamwork: the reward system, the information system, and the educational system.</i>
I06	Supportive Context – Read Hackman Ch. 5
M05	Team Meeting Note 5
October 6	<b>Expert Coaching</b> <i>Understand how to apply coaching as interactions with a team intended to help members use their collective resources well – their effort, performance strategies, and knowledge and skill – across the task cycle.</i>
I07	Expert Coaching – Read Hackman Ch. 6
October 13	<b>10K Checkup</b> <i>Conduct a mid-point review of your 240 Team and experience the value of coaching interventions at the mid-point in a team’s task cycle.</i>
I08	10K Step 1
October 15	<b>Team Project Opportunities and Challenges with Host Teams</b> <i>Give and receive coaching with 240 Teams and from Prof. Friedman.</i>
T02	Team Project Opportunities and Challenges with Host Teams
M06	Team Meeting Note 6

October 20      **Imperatives for Leaders / Thinking Differently about Teams**  
*Learn what effective leaders can do to enhance the five conditions that promote team effectiveness. Understand obstacles to creating these conditions and what must be done to overcome them.*

I09      [Leadership Action – Read Hackman Chs. 7 and 8](#)

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## II: SKILLFULLY FACILITATING TEAMS

October 22      **The Skilled Facilitator Approach to Improving Team Effectiveness**  
*Understand the core values and assumptions of Schwarz's approach and the eight behaviors for smarter teams.*

Read      [Schwarz, Eight behaviors for smarter teams. \(Article on his web site.\)](#)

M07      [Team Meeting Note 7](#)

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October 27      **Diagnosis and Intervention I**  
*Apply Schwarz' method for diagnosing and intervening in group process.*

Read      [Schwarz Ch. 6, Diagnosing behaviors that enhance or hinder group effectiveness.](#)

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October 29      **Diagnosis and Intervention II**

M08      [Team Meeting Note 8](#)

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November 3      **Dealing with Emotions I**  
*Learn how to intervene when strong emotions arise in a team.*

Read      [Schwarz Ch. 12, Dealing with emotions.](#)

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November 5      **Dealing with Emotions II**

M09      [Team Meeting Note 9](#)

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November 10      **Schwarz Smorgasbord**  
*Teach an original lesson about Schwarz's model to your classmates.*

I10      [Lesson from Schwarz – Read an article of your choice on his web site.](#)

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November 12      **Team Project Prep for Reports**  
*Get help on making sense of data and completing your project report.*

M10      [Team Meeting Note 10](#)

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### III: CREATING INSIGHTS FOR FUTURE ACTION

November 17      **Team Project Presentations** (first set of teams)  
*Present highlights of your 240 Team's analysis and recommendations for your Host Team in an educational and entertaining in-class presentation.*

T03      Team Project Report

T04      Team Meeting Presentation

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November 19      **Team Project Presentations** (second set of teams)

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November 24      **Feedback and Next Steps for Other 240 Teams (No Class Meeting)**  
*Evaluate other 240 Teams' presentations and, separately, after reading their reports, provide suggestions on what they might do, and what they can do, in taking their concluding steps with their Host Teams.*

I11.1      Feedback on Team Project Presentations

I11.2      Next Steps for Other Teams – Read Schwarz Ch. 13 and Team Reports

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December 1      **Having an Impact**  
*Learn about the key issues involved in contracting to work with a team as an external agent of change and plan for closure with your Host Team.*

T05      Follow-up with Host Team – Read classmates' I11s on Next Steps

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December 3      **Feedback for Your 240 Team**  
*Give and receive useful, constructive feedback from all members of your 240 Team and explore how to use it in the future.*

I12      Feedback for Your 240 Teammates – Re-read teammates' I01s.

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December 8      **Synthesis and Applications**  
*Draw insights from your work in our course for how to continue to build your capacity for having a positive impact on teams in the future.*

I13      Synthesis and Applications

## Reward System

The reward system for this course – aka grading – is designed to help you learn and apply the concepts so you can use them well in the future. You can earn a maximum of 1000 points toward your course grade based on your performance on both individual and team assignments (350 and 400, respectively) and on your contribution to our class community (250).

### Individual and Team Assignments

Some assignments are done by you **individually** and others by your **240 Team** (list on next page). Most begin with required reading. All are visible to faculty (Prof. Friedman and TA), some are also visible to all class members, and others require two copies (one for faculty, one for class). On Canvas for each assignment are instructions in MSWord files that you download, rename, complete, and submit. Assignments are due by class time, except if otherwise noted, and must be on time to earn full credit; 25% grade reduction applied for each day late, starting at due date.

Performance criteria: Demonstrated grasp and application of course concepts to observations about teams we're studying, depth and clarity of analysis, creativity and insight, and organization. Do multiple drafts and use double-space, 12-point font, and 1" margins all around. Name your assignment files according to the instructions in the assignment files on Canvas. Note: You will need a Google account to post on shared (among class) Google Docs and Sheets.

To help your 240 Team stay on track and to capture important data about your progress, your 240 Team will post a file (visible only to faculty) with a note about your required weekly meetings. In each note, indicate (a) the roster of attendees, (b) agenda, (c) key discussion points, (d) decisions made, (e) next actions, and (f) lessons learned by your team via after action review.

### Contribution to Our Class Community

Attendance is required for all classes. Positive contribution involves being (a) fully prepared to accurately discuss relevant course material, (b) curious, and (c) respectful and compassionate in interactions with others. Please be on time, in fairness to your classmates, and do not leave during class except for emergency. Turn off phones, laptops, and other electronic devices. Contribution is not limited to the classroom, for there is opportunity to participate online and otherwise. Note: *Class will not be held on September 15, October 8, and November 24.* Unexcused absences result in ten-point deductions from your contribution score. All absences – for any reason – must be reported via [CAR](#) prior to class. There is no ten-point deduction for excused absences (i.e., medical issues, family emergencies, other extenuating circumstances – [see Wharton policy](#)). More than two unexcused absences is grounds for dismissal. For any missed class, write a one-page note to Prof. Friedman within one week of missed class that describes the central ideas of that class and their implications, after interviewing classmates.

Finally, to pass the course at least two of your 240 Team members must say “Yes” in response to this question about you: “Does [YOUR NAME HERE] demonstrate the basic teamwork proficiency worthy of a Wharton degree? There are two possible answers your teammates will have to say about you (on December 3): Yes or No.

Date	Team Meeting Notes	Pts.	Individual and Team Written Assignments	Pts.	Visibility
9/1			I01. Goals and Team Effectiveness	30	Class
9/3	M01	5	I02. Real Teams	20	Faculty
9/10	M02	5	I03. Compelling Direction	20	Faculty
9/17	M03	5	T01. 240 Team Goals + Plan	25	Faculty
9/22			I04. Enabling Structure	20	Faculty
9/24	M04	5	I05. Imported Norms	15	Faculty
10/1	M05	5	I06. Supportive Context	20	Faculty
10/6			I07. Expert Coaching	20	Faculty
10/13			I08. 10K Step 1	15	Faculty
10/15	M06	5	T02. Opportunities + Challenges with Host Teams	25	Faculty
10/20			I09. Leadership Action	20	Faculty
10/22	M07	5			
10/29	M08	5			
11/5	M09	5			
11/10			I10. Lesson from Schwarz	20	Class
11/12	M10	5			
11/17			T03. Team Project Report T04. Team Project Presentation	250 25	1 for Faculty, 1 for Class
11/24			I11.1 Feedback on Team Project Presentations I11.2 Next Steps for Other 740 Teams	-- 25	I11.2: 1 for Faculty, 1 for Other Teams
12/1			T05. Follow-up with Host Team	25	Faculty
12/3			I12. Feedback to Your 240 Teammates	25	Faculty
12/8			I13. Synthesis and Applications	100	Faculty