Management 740: Leading Effective Teams   Fall 2016

Instructor: Prof. Stew Friedman   **Class Meetings**:   Tue + Thu, 1:30-2:50,
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Twitter @StewFriedman   weekly team meeting
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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 740 Team.
3. A team your 740 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 740 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 740 Team takes action beyond the report). In Part II we use Schwarz's ideas for improving the behavioral dynamics of teams; 740 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 740 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 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 30	**Introduction and Overview**

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.
I1	Your Goals and Team Effectiveness – Read I13s and Team Reports from prior students and Hackman Ch. 1

September 6	**A Real Team**
	Start seeing teams; task, boundaries, authority, and stability over time.
Read	I1s written by each of your 740 Team members. Be ready to provide comments to your teammates on how you hope to contribute to their goals.
I2	Real Teams – Read Hackman Ch. 2
M1	Team Meeting Note 1

September 8	**Your Reputation for Trustworthiness and Psychological Safety**
	Learn to develop a reputation as someone whom others trust, build social capital, and create psychological safety in teams.
View	Edmundson, Building a psychologically safe workplace (TEDxHGSE).

September 13	**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.
I3	Compelling Direction – Read Hackman, Ch. 3
M2	Team Meeting Note 2

September 15	**Team Project Goals and Plan**
	Get feedback on and upgrade your 740 Team's initial plan to work with a Host Team that will allow you to gather data about it to diagnose and recommend actions for your Host Team.
T1	Team Project Goals and Plan

September 20	**Enabling Structure I**
	Understand the main elements of team structure: work design, norms that guide and constrain team behavior, and team composition.
I4	Enabling Structure – Read Hackman Ch. 4

September 22	**Enabling Structure II**
	Explore how norms from one's home region influence teams and how to develop and maintain norms to bolster effectiveness.
I5	Imported Norms – Read Hofstede articles (short pieces on his website)
M3	Team Meeting Note 3

September 27	**Supportive Context I**
	Experience the impact of hierarchy on team behavior.
Read	Galinsky and Schweitzer, When hierarchy wins…and when it loses.

September 29	**Supportive Context II**
	Examine the organizational conditions that support teamwork: the reward system, the information system, and the educational system.
I6	Supportive Context – Read Hackman Ch. 5
M4	Team Meeting Note 4

October 11	**Expert Coaching**
	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.
I7	Expert Coaching – Read Hackman Ch. 6

October 13	**10K-Mile Checkup**
	Conduct a mid-point review of your 740 Team and experience the value of coaching interventions at the mid-point in a team's task cycle.
I8	10K-Mile Checkup Step 1 – Re-read teammates' I1s

October 18	**Team Project Opportunities and Challenges with Host Teams**
	Give and receive coaching with 740 Teams and from Prof. Friedman.
T2	Team Project Opportunities and Challenges with Host Teams

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.
I9	Leadership Action – Read Hackman Chs. 7 and 8

October 25	**10K-Mile Checkup Redux**
	Meet with your 740 Team (and not with our whole class) to reflect on what's working and what could be improved in implementing ideas from your team's 10K-Mile Checkup. Adjust as needed.
M05	Team Meeting Note 5 – Due end of day, after 10K-Mile Checkup Redux

II: SKILLFULLY FACILITATING TEAMS

October 27	**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 website.)

November 1	**Diagnosis and Intervention I**
	Apply Schwarz' method for diagnosing and intervening in group process.
Read	Schwarz, Diagnosing behaviors that enhance or hinder group effectiveness.

| November 3 | **Diagnosis and Intervention II** |
| | *Continue practicing Schwarz' method.* |

November 8	**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 website.

III: Creating Insights for Future Action

November 10   **Team Project Prep for Reports**
Get help on making sense of data and completing your project report.

November 15   **Team Project Presentations** (first set of teams)
Present highlights of your 740 Team's analysis and recommendations for your Host Team in an educational and entertaining in-class presentation.

T3   Team Project Report

T4   Team Project Presentation

November 17   **Team Project Presentations** (second set of teams)

November 22   **Feedback and Next Steps for Other 740 Teams (No Class Meeting)**
Evaluate other 740 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 Team Reports

November 29   **Having an Impact**
Learn about the key issues involved in working with a team as an external agent of change and plan for closure with your Host Team.

T5   Follow-up with Host Team – Read feedback on Team Reports

December 1   **Feedback for Your 740 Team**
Give and receive feedback from your 740 Team and explore how to use it.

I12.1   Feedback for Your 740 Teammates – Re-read teammates' I1s

I12.2   Basic Team Proficiency Ratings

December 6   **The Power of Stories**
Explore the power of stories in scaling up team effectiveness.

Read   Rao and Sutton, Bad to great: The path to scaling up excellence.

December 8   **Synthesis and Applications II**
Share plans for how you intend to have positive impact on future teams.

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. Your course grade is based on your performance on both individual and team assignments (35% and 40%, respectively) and on your contribution to our class community (25%).

Individual and Team Assignments

Some assignments are done by you individually and others by your 740 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 single-space (unless otherwise instructed), 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 740 Team stay on track and to capture important data about your progress, your 740 Team will post a series of notes (visible only to faculty) about your development as a team.

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 October 4 and November 22.

Unexcused absences result in deductions from your total contribution score. Excused absences (as defined by Wharton policy) should be reported via email to Prof. Friedman prior to the class. More than two unexcused absences is grounds for dismissal from the course. 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 a few classmates.

Finally, to pass the course at least two of your 740 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 1): Yes or No.

Date	Team Meeting Notes	Individual and Team Written Assignments	Visibility
9/1		I1. Goals and Team Effectiveness	Class
9/6	M1	I2. Real Teams	Faculty
9/13	M2	I3. Compelling Direction	Faculty
9/15		T1. 740 Team Goals + Plan	Faculty
9/20		I4. Enabling Structure	Faculty
9/22	M3	I5. Imported Norms	Faculty
9/29	M4	I6. Supportive Context	Faculty
10/11		I7. Expert Coaching	Faculty
10/13		I8. 10K Step 1	Faculty
10/18		T2. Opportunities + Challenges with Host Teams	Faculty
10/20		I9. Leadership Action	Faculty
10/25	M5		Faculty
11/8		I10. Lesson from Schwarz	Class
11/15		T3. Team Project Report T4. Team Project Presentation	1 for Faculty, 1 for Class
11/22		I11.1 Feedback on Team Project Presentations I11.2 Next Steps for Other 740 Teams	I11.2: 1 for Faculty, 1 for Other Teams
11/29		T5. Follow-up with Host Team	Faculty
12/1		I12.1 Feedback to Your 740 Teammates I12.2 Basic Teamwork Proficiency Ratings	Faculty
12/8		I13. Synthesis and Applications	Faculty