This course introduces concepts and principles fundamental to building and maintaining effective work teams, including how to (1) establish strong, shared commitment to a compelling purpose, (2) bring about collective buy-in to concrete performance objectives, (3) insure adherence to a set of suitable work rules, and (4) build the interpersonal trust crucial to mutual team member support and, ultimately, extraordinary team performance. The concepts and principles covered in this course and the related ideas covered in the complementary Leadership Development course are applicable whenever and wherever you must put together a team to accomplish an objective.

The breadth of this course is immense relative to the amount of time we have together. Thus, our pace will be brisk. The aim is to introduce you to key concepts and ways to apply those concepts that you can further assimilate and build upon as you develop your MBA core teams and the other teams in your life that you need to achieve goals.

**Course Materials.** Course articles and cases will be available electronically. You will receive directions for accessing them. Additional materials will be distributed during our class. You will be given directions for a team exercise when you receive your MBA core team assignment. Please read articles and cases and attempt to answer case questions individually, prior to receiving your team assignment.

**Class Format.** Sessions will involve various combinations of lecture, participant presentation, concept and case discussion, and experiential exercise. The course is designed as a workshop. Everyone is expected to actively and thoughtfully participate.

**Course Requirements.** Course credit will be determined by performance as follows:

*Participation:* You must attend each of the three eLEAD sessions and the post-quarter follow-up session on January 10th fully prepared to engage others in cooperative learning activities. Participation points can be gained (or lost) according to the quality of your contributions.

*Team Contract:* Each team is expected to develop and submit a team contract. More information on this requirement will be presented when we meet.
SESSION 1  IMPORTANCE AND CHALLENGES OF TEAMWORK

Session Overview
We will discuss the criticality of teams, in general, and MBA core teams, in particular. Major challenges to effective teamwork will be identified. Team development processes will be highlighted.

Readings (listed in alpha order)
- Colvin, “Why dream teams fail”
- Janis, “Groupthink” (*Psychology Today* classic!)

General Study Questions
1. What are the main benefits of teams in organizations?
2. What do you generally like best about working in teams? What do you think you will like best about working in your core team?
3. What are the main drawbacks of teams in organizations?
4. What do you generally like least about working in teams? What concerns you most about working in your core team?

Exercise
“Who are we?” Exercise directions will be distributed when teams are assigned. Prepare to work intensively.
SESSION 2  KEystones of EFFECTive TEAMwork

Session Overview
We will discuss fundamental building blocks of team effectiveness. Team decision-making processes will be emphasized.

Readings (listed in alpha order)
- Garvin & Roberto, “What you don’t know about making decisions”
- Katzenbach & Smith, “The discipline of teams…” (HBR classic!)

Case and Case Questions
- The Satera Team at Imatron Systems, Inc.

Case Questions
1. Who are the Satera Team's stakeholders, and what do they expect of the team?
2. What process breakdowns are apparent, and what are the root causes?
3. What could Pinto have done differently to avoid the team problems?
4. What do you recommend Pinto do now to meet the project deadline?

Exercise
- Decision-making situation (materials distributed in class)
SESSION 3  TOWARD EXTRAORDINARY TEAM PERFORMANCE

Session Overview
We will conclude discussion of keystones of team effectiveness. A major focus of this session will be on leveraging course concepts and principles in developing your MBA core team contract.

Readings (listed in alpha order)
• Darling et al., “Learning in the thick of it”
• Halvorson 2014 “Get your team to do what it says it's going to do”

Case and Case Questions
• Harry and Learning Team 28

Case Questions
1. Who are the Team 28’s stakeholders? What do they expect of the team?
2. What process breakdowns are apparent, and what are the root causes?
3. What, if anything, could team members have done differently to avoid the breakdowns?
4. What do you recommend they do now to move forward most effectively?

Exercise
• Feedforward exercise (directions distributed in class)
• “Team Contract: Organizing for Collective Effectiveness” (directions distributed in class, due date TBA)

SESSION 4  BUILDING EFFECTIVE TEAMS—FOLLOW-UP
Purpose of this session will be discussed in class.