

# High Performing Teams: A Journey

PGP II -2015-16, Slots XI and XII

## Instructor

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## Introduction

Importance of teams is well recognized. Team work is part of one's life. Business, Industry, Government, Films, Sports, Medicine-any field requires one to either be a team player or a team leader. Nevertheless, building a high performing team is complex and challenging. There is a lot of literature on various aspects of teams and team work. Using this literature, the course attempts to provide experience based learning opportunity to the participants.

## Objective

The main objective of the course is to let the participants experience the dynamics of team work and understand what is required to be able to perform well as team players and as team leaders. The participants also learn conceptual lessons from successful experiences with teams and team work from various fields from the public, private, and services sectors.

The course also aims at providing insights into the team behaviour by focusing on one's own self through a series of classroom tests, exercises, and hands-on experiences.

## Pedagogy

The course will use the following methods of learning: (i) Experiential learning through project work, (ii) Conceptual sessions backed with case studies, classroom exercises and readings, and (iii) Experience sharing sessions with practitioners from various fields. These are detailed below.

- i. Exploring team dynamics through experiential learning using project work: The class will be divided into teams. Each team will work on a project. The projects will be decided by the respective teams in consultation with the Instructor. Each team will work on a project and implement it during the course while maintaining detailed log of the activities undertaken and write a report. Each team will prepare a report on its experiences as a team. Each member will write an introspective report on the lessons learnt about self on team work.

- ii. Conceptual sessions along with classroom exercises: There will be conceptual sessions along with exercises and case studies to understand what matters in building high performing teams. The case studies will be drawn from local as well as global contexts.
- iii. Experience sharing from different fields on high performing teams and team work from people of diverse backgrounds.

### Evaluation

<u>Components</u>	<u>Weightage</u>
• Group work and group logs on the project including group feedback on each candidate	40%
• Individual introspective logs	35%
• Conceptual understanding assessed through quizzes	25%
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<b>Total: 1.0 credit</b>	

## **Session-wise Outline**

### **Session 1 & 2**

Topic: Dynamics of Teams: Establishing Team Norms  
Case: Teamwork Turmoil  
Exercise: Understanding Team  
Readings: 1. A changing world: New kinds of organizations, new kinds of teams  
2. Bridging faultiness in diverse teams

### **Session 3 & 4**

Topic: Characters of Effective teams  
Case: A New Team Face  
Exercise: Scope  
Reading: 1. Speeding up team learning

### **Session 5 & 6**

Topic: Team Roles and Team Values  
Case: Henry Tam and the MGI Team  
Exercise: Team Responsibilities  
Reading: 1. Making star teams out of star players

### **Session 7**

Topic: Experience sharing on high performing team  
(Guest Session)

### **Session 8 & 9**

Topic: Developing Teams  
Case: Giant Inc.: Formation of the A-Team  
Exercise: Solving Team Problems  
Readings: 1. Why teams don't work  
2. How the right measures help teams excel

### **Session 10 & 11**

Topic: Decisions in Teams  
Exercise: Team Decisions  
Readings: 1. When teams can't decide  
2. Getting the best solutions from your team

### **Session 12 & 13**

Topic: Team Culture  
Case: How GE Teaches Teams To Lead Change  
Reading: 1. Becoming a team player

**Session 14**

Topic: Experience sharing on high performing team  
(Guest Session)

**Session 15 & 16**

Topic: Creating and Leading Team  
Case: Medisys Corp.: The Intense Care Product Development Team  
Readings: 1. Differences at work: The leadership Challenge  
2. It's not about winning, it's about getting better  
3. Lift outs: How to acquire high functioning team

**Session 17**

Topic: Experience sharing on high performing team  
(Guest Session)

**Session 18**

Topic: Experience sharing on high performing team  
(Guest Session)

**Session 19 & 20**

Topic: Making Teams work  
Case: The Nut Island Effect  
Exercise: Questionnaire  
Readings: 1. Building an effective global business team  
2. Team work on the fly

**Suggested additional readings:**

Ancona, D., & Bresman, H. (2007). *X-Teams: How to build teams that lead, innovate and succeed*. Boston: Harvard Business Review Press.

Edwards, A., & Wilson, J. R. (2004). *Implementing virtual teams*. London: Gower Publishing Company.

Guttman, H.M. (2008). *Great business teams: Cracking the code for standout performance*. New Jersey: John Wiley & Sons, Inc.

Hackman R. J. (Ed.). (1990). *Groups that work (and those that don't): Creating conditions for effective teamwork*. San Francisco: Jossey-Bass Publishers.

LaFasto, F., & Larson, C. (2001). *When teams work best*. California: Sage Publications.

Luecke, R. (2004). *Harvard Business Essentials: Creating teams with an edge: The complete skill set to build powerful and influential teams*. Boston, MA: Harvard Business School Press.

The Results Driven Manager Series (2004). *Teams that click*. Boston: Harvard Business School Press.