



Building & Leading High Performance Teams

Website: www.btsconsultant.com

Email: info@btsconsultant.com

Telephone: 00971-2-6452630

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Course Summary:

High-performing teams are critical to maintaining an organization's competitive advantage. These teams consistently show high levels of collaboration and innovation, and outperform their peers. In this course, you will be shown how to create and lead the teams that get more done for their organizations. You will learn about the seven elements of a high-performance team, and the techniques necessary to set direction, gather and deploy the right resources, prioritize work, motivate employees, and help team members develop their individual strengths.

Even the best laid plans and strategies can fail if the team driving the plan is not well developed. Developing high performing teams takes time, effort and a deep understanding of the dynamics of effective teams. This course helps team members and team leaders understand how to create and be part of a cohesive unit aligned to achieving results.

Who Should Attend?

Managers, Executives, Managers, Team Leaders, Superintendents, Chief Engineers, Senior Engineers, Newly Qualified Engineers, Plant Managers, Project Managers, Quality Managers, Technical Managers, Supervisors, Financial Officers and Controllers, Process Managers, Strategic Planning Managers, Key Personnel, Champions, Officers, Supervisors, Department Heads, Engineers, Foremen, anyone in managerial and administrative positions, Engineering Professionals, Project and Design Engineers, Technical Operational Staff, Technical Sales Staff, Research and Development Professionals, Technical Personnel, Maintenance and Supervisory Managers, Maintenance Planning Staff, Technical Managers, Project team members

Course Objectives:

By the end of this course, delegates will be able to:

- Use individual differences of team members as a gate to higher team performance
- Make decisions by consensus through participation in a number of team building activities

- Distinguish between groups and teams and list the major characteristics of effective teams
- Identify team strengths and blind spots after analyzing team members' personal styles and preferences
- Identify effective team members' behaviors and communication patterns
- Lead a team successfully and help it reach its potential

Course Outline:

Characteristics of High-Performance Teams

- Defining a team
- Stages of group development
- Group exercise 'shapes' and review, facilitator presentation, small group and individual exercise

Achieving High Performing Team Dynamics

- Characteristics and functions of each team role
- Review of own preferred team roles
- Facilitator presentation and group discussion, small group activity, individual review of own Self Perception Inventory report
- Building a high performance team case study
- Motivating employees
- Giving feedback
- Team role dynamics within own team
- Small group exercise reviewing case study and group presentation and discussion, individual reflective exercise with co-coaching

Teamwork Definitions and Personal Styles

- Myths about teamwork
- 21st century teamwork definitions

- The concept of synergy
- Characteristics of high performing teams
- Overview of the DiSC behavioral tool
- The behavioral personality styles in the DiSC model
- Personal development profile
- Team personal styles

High Performance Team Building Process

- Five steps of the team building process
- Defining goals
- Agreeing on strategies
- Defining team roles
- Motivating team members
- Assessing team performance
- The Belbin type indicator
- The Belbin's team roles

Team Dynamics

- Team development stages
- Forming and storming stages
- Norming stage
- Performing and adjourning stages
- Team problem solving
- Factors shaping team performance
- Phases of team problem solving
- Team decision making
- Building consensus
- Consensus requirements

Identifying Effective Team Communication and Behaviour

- Communication channels
- Communication methods
- Building rapport
- Managing conflict
- Applying conflict management styles

Team Leadership Concepts

- Leadership definition
- Leadership versus management
- Styles of leadership
- The implication of attitudes and personality
- Ten ways to empower followers
- Situational leadership
- Levels of development
- Different styles of motivation
- The laws of great teamwork