

## Team Management

### **POWER DYNAMICS**

#### Learning Objectives

- Identify the different types of power that exist in a business context, through French and Raven's Five Forms of Power, and how these relate to influence
- Navigate power dynamics effectively by seeing your position and influence through the lens of your employees and/or co-workers

#### Learning Outcomes

- By the end of this module, the trainee will be equipped with different techniques to help develop their levels of influence within different teams, by developing specific strategies to improve their own influencing skills

### **REMOTE TEAMS**

#### Learning Objectives

- Become familiarized on why teams are now becoming virtual, and what the benefits are
- Identify possible consequences of virtual teams and pinpoint symptoms of an ineffective remote team

#### Learning Outcomes

- By the end of this module, trainees will be equipped with techniques to facilitate more effective communication virtually. They will also become aware of strategies to avoid feelings of isolation and other possible consequences of working remotely

### **AGILE TEAMS**

## Learning Objectives

- Distinguish the characteristics of an Agile team- waterfall Team spectrum and assess the current Agile state
- Assess your own values and ways of working, as well as your team members' to align these into an agile mindset

## Learning Outcomes

- By the end of this module, trainees will be able to distinguish the gaps between their current mindset, and one that would align in an agile culture and have a strategy on how to develop productive behaviours and ways of thinking in this environment

## DIVERSITY

### Learning Objectives

- Become aware of the benefits of having a diverse team, distinguish between identity diversity and cognitive diversity, and assess the diversity that currently exists in your organization through DiSC model, Belbin Roles, Trompenaars and Hampden-Turner's Seven Dimensions of Culture, etc.
- Understand the challenges of having a diverse team, and ways to overcome them

### Learning Outcomes

- By the end of this module, trainees will be equipped with strategies to leverage a diverse workforce, by creating a safe space for everyone to share their uniqueness

## MOTIVATION

### Learning Objectives

- Distinguish between different types of motivation (and understand which type to target in order to get your team engaged and not just satisfied) through Herzberg's Motivation Theory, Expectancy Theory, etc.
- Become familiarized with different approaches to workplace motivation

### Learning Outcomes

- By the end of this module, trainees will have a strategy to identify their team's motivators and an idea of which approach to use to address these, in order to drive an engaged team

## **TEAM DECISION-MAKING**

### Learning Objectives

- Gain awareness of the benefits and challenges of individual versus group decision-making
- Identify challenges of group decision-making and how to manage these, using techniques such as Nominal Group Techniques, and Delphi Techniques

### Learning Outcomes

- By the end of this module, the trainees will have the tools to navigate differing opinions and options, as well as minimize unproductive group behaviours. They will also have strategies to explore all the options and collectively explore alternatives

## **ROLE CLARIFICATION**

### Learning Objectives

- Understand the roles people take in a team, how to capitalize the strengths of different roles for team projects, as well as how to manage dysfunctional roles
- Assess the different roles that exist in your teams using Belbin's Team Roles

### Learning Outcomes

- By the end of this module, the trainees will have a good idea of how to use a diverse set of roles in their team to better function in a project, while decreasing the blockages imposed by dysfunctional team roles. They will also have a good idea of the mix of roles that currently exist in their team

## **REWARDS AND RECOGNITION**

### Learning Objectives

- Learn about the importance of rewarding your team and recognizing their efforts

- Align individuals' rewards to their needs, and explore hybrid recognition strategies you can implement in your organization. This implementation follows a plan that includes eligibility, alignment to values, monitoring, and effective strategy communication

## Learning Outcomes

- By the end of this module, trainees will be equipped with the skills to recognize individuals for their performance and contributions. They will also have a strategy to reward their individual team members in a way which will bolster their motivation

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