

DEVELOPING AND LEADING TEAMS LEAD6202

Course Outline (online)

Description:

Working in teams has become increasingly important over the past few decades. Effective teams don't just happen by chance, though - they are the result of good leadership with the flexibility to adapt to different types, purposes and missions. This module will help you develop your skills and knowledge in understanding the types, characteristics and functions of teams – and how to provide effective leadership.

Course Goals:

Based on a specific context and performance challenge, students will be able to identify the most appropriate type of team required, assemble all of the essential elements, and then lead the team through its developmental stages.

Course Objectives: At the completion of this course, the student will be able to:

- Explain when and why to use a team
- Determine if it is more effective to use the single-leader discipline or the real team discipline
- List the types of teams, their advantages and challenges
- State the definition of a team and explain the nature of each element
- Identify the stages of team development and what a leader should do at each stage
- Select team members based on specific criteria
- Discuss the importance of team norms and how and when to create them
- Identify and select the best method of team decision making for a given situation
- Understand the need for employing a specific method of problem solving
- Identify the causes of team conflict, the styles of conflict response, and explain when and how a leader should deal with conflict
- Structure effective meetings based on content and context
- Identify the external and internal supports required for team effectiveness
- Understand the basics of motivating and rewarding teams
- Explain the leader's role in developing and leading teams

Evaluation: This is a graded course where a complete or incomplete will be issued. In order to receive a completion for this course, a student must:

1. Participate in the weekly discussion questions posted via OWL (both posting novel content and adding to other's thoughts)
2. Complete 1 of the 2 course assignments - due by last date of course

Academic Misconduct:

Academic honesty is a cornerstone of conduct at Western University. We cannot have freedom of expression without integrity. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences; please refer to the section on "Scholastic Offences" in the current University Academic Calendar, or on the web at <http://www.westerncalendar.uwo.ca>. Such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course any academic work for which credit has previously been obtained or is being sought in another course in this University or elsewhere (without the knowledge and approval of the instructor to whom the work is submitted). Students enrolled in non-degree courses are expected to abide by the University's code of conduct.

Code of Student Conduct:

The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at Western University, provide examples of behaviour that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed, and set out the disciplinary procedures that the University will follow. For the complete Code of Student Conduct: <http://www.uwo.ca/univsec/pdf/board/code.pdf>.

Plagiarism:

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between Western University and Turnitin.com (<http://www.turnitin.com>).

Policy on Late Assignments:

Please note that 5% will be deducted from the final graded amount for each day that the assignment is deemed late.

When will I receive my grades?

Final grades will be available 2 weeks after the last scheduled day of the course. A grade report can be printed from myWCS.

How do I hand in assignments?

All assignments will be submitted electronically through OWL using the assignment tool. Failure to meet deadlines without the instructor's written permission will be subject to the late assignment policy. It is the student's responsibility to ensure that all assignments forwarded to the instructor arrive before the due date. If you experience difficulty in submitting assignments through OWL, you are responsible for contacting the instructor and arranging an alternate method of delivery (e.g. e-mail attachment) for the assignment.

Western Continuing Studies

Course Schedule:

Weekly “real-time” learning sessions will occur through Zoom.

	Dates	Title
1	June 1-7	Your values
2	June 8-14	Team values
3	June 15-21	Building and managing the team
4	June 22-28	Evolving the team

Week 1

- Understanding your values
- Setting team values
- Authentic leadership
- Translating to organization Mission, Vision and Values
- Why teams
 - Outcomes
 - Benefits
 - Drawbacks
- Taking the leadership leap - letting go

Week 2

- Types of teams
- Virtual teams
 - Managing across space and time
 - Cultural differences
- Moving from dysfunction to high performance
 - Clarity of vision and purpose
- Stages of team development
 - Why is this important?
 - Where are you now?
- Sets of team controls
- Languages of appreciation
- Training

Week 3

- Matching leader styles to situations
- Matching behaviours to team development phase
- Creating your team
- Team norms and rules
- Breaking groupthink and stalled initiatives

Week 4

- Managing mistakes
- Managing conflict
- Review of the leader’s role
- Varying approaches
- Radical candor
- The leader as a signal detector
- Using data to cut through challenges

This course outline is a sample only and is subject to change.