**MGT 4720: High Performance Teams**

**Class Schedule and Preparation Guide**

**Class 1 (Mon, May 11): Introduction – What is a high performance team?**

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| 45 |  | Introductions and structured go-around and discussion  Task vs. process dimensions in groups |
| 45 |  | Group Discussion Activity:  What is a high performance team? (Exercises 1.1, 1.2)  *Assignment – biography with your description of a high performing team.* |
| 15 |  | Break and Complete Tolerance of Ambiguity Questionnaire |
| 15 |  | Tolerance of Ambiguity Intro  Expalin the difference between top-down and emergent organizing  Explain that Self Managed Work Teams require emergent organizing |
| 45 |  | Group Discussion: How do you react when encountering a situation with ambiguity? |
| 30 |  | Discuss the syllabus – demonstrate the preparation tools -- answer questions |
| 5 |  | Reminders: Read the syllabus, do the online lectures -- take the LSI, write a short bio |
| 200 |  |  |

**Class 2a (Wed, May 13): Learning Styles – Diversity in Groups**

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| 10 |  | Check-in questions about the syllabus |
| 10 |  | Organize into Learning Styles discussion groups  Instructions for group discussion |
| 15 |  | Group discussion on learning styles |
| 25 |  | Reports |
| 5 |  | Students submit their booklets with name, gender, ethnicity/nationality, learning style, tolerance for ambiguity score, and writing ability.  Review the preparation for classes 3 & 4 |
| 15 |  | Break |
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**Class 2b (Wed, May 13): Team Formation**

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| 15 |  | Organize the students into teams  Share basic information and reflections about tolerance of ambiguity and learning style |
| 10 |  | Provide students with instructions for first team project |
| 20 |  | Group preparation for team building activity |
| 35 |  | Facilitation of team building activities |
| 15 |  | Debrief: What can we learn from an activity such as this?  Review: Top-down versus emergent organizing  Option: View video of emergent organizing |
| 5 |  | Suggested preparation for Class 4 |

**Class 3 (Mon, May 18): Appreciation and Self-Fulfilling Cycles**

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| 5 |  | Instructions for Group Reading Quiz #1 |
| 40 |  | Mastery Quiz #1 |
| 10 |  | Debrief Reading Quiz – How did this exercise affect your group? How does this experience relate to our work in this class? |
| 10 |  | Break |
| 60 |  | AI Exercise – Discover: My best team experiences – factors that make them possible |
| 75 |  | AI Exercise – Dream: What will we be as a team? – Start Creating a Team Contract |
| 10 |  | Reflections and reminders |
| 210 |  |  |

**Class 4 (Wed, May 20): Observing to Effectively Facilitate Conflict**

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| 10 |  | Check-in and answer questions about class |
| 35 |  | Observation Exercise |
| 10 |  | Active Listening and Assertiveness |
| 30  15  15 |  | Exercise 5.2 or 5.3  Individual Reflection: How am I as an active learner  Sharing of insights with teammates |
| 10 |  | Break |
| 80 |  | Selection of team administrative assignments  Group dialogue about how to manage  Report to the rest of the class |
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**Class 5 (Mon, May 25): Bion’s Reactions to Dissonance**

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| 40 |  | Mastery Quiz #2 |
| 60 |  | Introduction to **Team Exercise #1: Movie Analysis**  Pass out transcripts and review the movie clips  Team Exercise #1 - Bion’s reactions to dissonance |
| 10 |  | Break |
| 15 |  | Team Discussion: Share and discuss your individual reactions to dissonance |
| 40 |  | Movie Analysis: Social Styles |
| 15 |  | Team Sharing: What is my social style? |
| 30 |  | Work on Team Assignments |
| 210 |  |  |

**Class 6 (Thurs, May 27): Conflict Modes & Forms of Engagement**

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| 10 |  | Check-in and Observation Report |
| 10 |  | Review: Levels of Conflict, Conflict management styles |
| 60 |  | Movie Analysis:  Team Exercise #1 - Levels of conflict and conflict management styles  Reports from each group |
| 15 |  | Team Discussion:  Share and discuss your preferred modes of conflict and engagement |
| 15 |  | Break and Dinner |
| 30 |  | **Admin Time**  Team Member Feedback Session  Journal Grading Report  Service Record Feedback Report |
| 70 |  | **Open Time**  Discuss Paper #1 Drafts  Finalize Movie Analysis Report |
| 210 |  |  |

**Class 7 (June 1): Facilitation Basics and Preparation**

* Mastery Quiz #4
* Observation report
* Review and clarify content related to facilitation
* Select workshop topics
* Prepare workshops (record a team planning interaction)
* Other admin tasks

**Class 8 (June 3): Workshops and Admin**

* Five workshops
* Facilitate the evaluation of workshops – make sure each group gets feedback
* Weekly team member performance feedback
* Other admin Tasks

**Class 9 (June 8): Decision Making and Types of Meetings**

* Mastery Quiz #5
* Observation report
* Review and clarify content related to decision-making
* Select workshop topics
* Prepare workshops (record team interactions)
* Admin tasks

**Class 10 (June 10): Workshops**

* Five workshops
* Facilitate the evaluation of workshops – make sure each group gets feedback
* Weekly team member performance feedback
* Clarify questions about the final paper
* Plan for the team final (transcriptions and analysis)
* Other admin Tasks

**Class 11: Stages of Team Development/Preparation for Team Final**

* Discuss data for the final paper – share personal perspectives and insights on team development
* Prepare for the team final

**Class 12: Celebration**

Team analysis, team skits, and interpretation

The team final will consist of (1) transcription and analysis of team planning interaction, (2) a reenactment of that scenario to create maximum effectiveness, (3) interpretation of what each person did to be an effective team member.

**Final paper due on Friday**