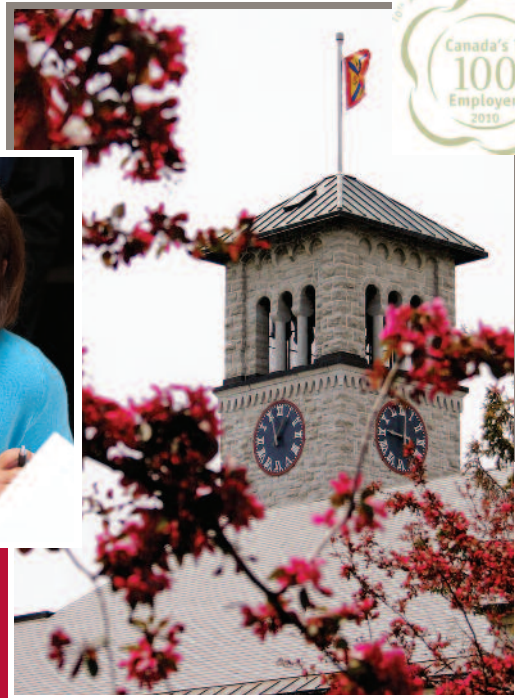Queen's University

iRC
Talent engaged

Building Smart Teams

Essential Skills for Inspired Collaboration

February 23 to 26, 2010: St. John's
September 27 to 30, 2010: Kingston

Queen's
UNIVERSITY

Queen's IRC open programs and practice-based research help next-generation leaders resolve disputes, champion change, and align people and purpose.

At the root of most successful innovations is a group of committed, competent, and creative people. Teams, after all, are the units of change. When the right people with the right skills and experience combine to work on a tough organizational challenge, there are outstanding results. But when people lack the skills to work collectively, frustration rules.

What makes for over-achieving teams? According to research based on more than 200 industry teams across Canada, former IRC Director Carol Beatty discovered the critical process skills that separate the effective from the ineffective team. In this program, learn more about the research and develop and practice the process skills that will put you at the core of a high-performing team. You will complete an online survey before the program that will diagnose the collaborative skills level of a team in your own organization, and be given a report on that project.

Learning outcomes

By the end of the week, you will be better positioned to:

- Assess your teams' strengths and vulnerabilities
- Create effective team management practices and design dynamic meetings for maximum creativity
- Build "communications patience" to enhance problem solving and team IQ
- Select the right team members for a task
- Develop a conflict-handling protocol to help your team surface and handle conflicts

Organizational benefits

- Create groups of varying sizes that are enabled and aligned to the organization's mission and strategy
- Build synergies and release latent energy in the organization
- Realize real results with staying power
- Inculcate shared ownership of complex challenges

Essentials

Four Days
Sessions begin on the Tuesday at 8:30 a.m. and close on the Friday at 4:30 p.m.

Date and Location
Feb. 23 to 26, 2010: St. John's
Sept. 27 to 30, 2010: Kingston

Fee
$4,195

Who Benefits

Team leaders, facilitators, and coaches who want to learn a proven methodology for implementing and supporting teams that excel

Takeaways

- Team Benchmarks Assessment of one of your teams
- *Building Smart Teams: A Roadmap to High Performance*, by Carol Beatty and Brenda Barker Scott
- Team Effectiveness Gap Analyzer

a] Introduction

We start with an introduction to our Team Effectiveness Model, which identifies the core processes and skills that lead to group success. Teams may use the model as a diagnostic tool for assessing how well they are doing and where they need to improve.

You will explore:

- What is a team? How do you quickly progress from a collection of individuals to a real team?

- The Team Effectiveness Model: critical process skills necessary for high performance

Next we explore the heart of group effectiveness, which lies in the ability of team members to reflect on and build their skills at working together. Teams often find it difficult to examine their behaviour openly. They need a facilitator to guide, coach, and lead them.

You will learn:

- the essential role of the team facilitator;

- facilitation skills to help teams mature and develop; and

- skills for participative and focused team meetings.

b] Building winning team management practices

Team management practices help team members organize for success. Through a series of structured and stimulating exercises, you and your fellow "team members" will have critical conversations about purpose, vision, roles, and responsibilities to create a foundation for real teamwork. Be prepared: we will put you through your paces.

Learn how to:

- identify the key components of team management practices: task, social, and commitment;

- create a team charter to build effective team management practices; and

- design a group meeting for creating your team charter.

c] Developing problem-solving skills for ingenious solutions

Problem solving – the ability of members to identify the right problem, collect relevant data, generate creative options, and develop synergistic solutions – is the number one factor contributing to team effectiveness. Teams that are good problem solvers do two things well. First, they have patient communicators; members work hard to understand others and to be understood. Second, they follow a systematic process for identifying a problem and generating the best solution.

These are some of the instincts you will develop in this portion of this program:

- Communications patience: Listening to understand others, exploring assumptions, and remaining open to new ideas.

- Synergy: The ability of team members to build on ideas, foster diverse views, rely on facts and not hunches, and create solutions that are better than the members can produce individually.

- Action learning: Using an action learning process to expertly collect data, analyse the situation, and plan next steps.

Program

d] Developing conflict-handling skills

Groups adept at handling conflict do not avoid thorny issues; they confront them like warriors. Conflict is viewed as a normal and healthy aspect of working together. Members surface diverse views and feel safe to examine other ideas without fear of retribution. Members are careful not to personalize conflicts. It is the idea that is scrutinized, not the person.

You will learn:

- how to analyze the causes of conflict and design interventions that move members to resolution;

- how to assess your team's conflict handling style;

- how to develop a conflict handling protocol for managing disruptive behaviours respectfully;

- facilitation skills for promoting healthy conflict and managing disruptive conflict; and

- processes for helping members with diverse views develop workable options and solutions.

e] Creating a group-friendly climate

The recurring message of the week: the organization has a crucial role in creating a supportive climate that enables teams to succeed. Managers must strike the delicate balance between clearly defining the ends yet being flexible and supportive around the means. Learn senior management's critical role in:

- preparing your organization for successful teams;

- providing direction and support for teams: purpose, authority, scope, boundaries, barriers,

- measurement, communication, and alignment.

Interactive learning

You and your learning colleagues will participate in a number of experiential, out-of-the-seat exercises that you can use back at your organizations.

Faculty and speakers

Brenda Barker Scott

Brenda Barker Scott is a faculty member, facilitator, and consultant with with Queen's University IRC and the designer of many of the professional development programs offered in the Queen's Organization Development Certificate Series.

As an educator, Brenda has taught change management in the Queen's Professional Master of Public Administration program and supervised students pursuing their Master of Industrial Relations. As an organization development consultant, Brenda led an ambitious system-wide organization design effort with Algonquin Lakeshore Catholic District School Board. And as a facilitator and consultant, Brenda has worked with practitioners across the country and internationally. Her clients include Pfizer Canada, LCBO, Cognos, Ontario Ministry of Finance, Alberta Ministry of Environment, AGF, Barbados Light and Power Co. Ltd, Ciba Specialty Chemicals, and Suncor Canada.

Brenda is co-author, with Carol Beatty, of *Building Smart Teams: A Roadmap to High Performance* (Sage Publications 2004).

The roster of speakers may change. We will do our best to keep you informed of program changes.

Registration form

1. SELECT YOUR PROGRAM(S)

Name: _____ Date: _____ Location: _____

Name: _____ Date: _____ Location: _____

2. PROVIDE YOUR INFORMATION

❏ Mr   ❏ Ms   _____

Given Name   _Middle Initial_   _Surname_

Name for ID Badge: _____

Position: _____   Gender: _____

Organization: _____
Name

_____
Street

_____
City   _Province_   _Postal Code_

Business Telephone: _____   Fax: _____

Email: _____

Special Dietary Requirements: _____

Emergency Contact: _____

Telephone: _____

Authorizing Manager/Executive: _____
Name

_____
Title

Industry Type: ❏ Accounting ❏ Agriculture ❏ Chemicals ❏ Communication ❏ Computers (hardware and software)
❏ Construction ❏ Consulting ❏ Education ❏ Energy ❏ Finance/Banking ❏ Gov't. Federal ❏ Gov't. Provincial ❏ Gov't. Municipal
❏ Healthcare ❏ Insurance ❏ Manufacturing ❏ Mining ❏ Pharmaceutical ❏ Real Estate ❏ Services ❏ Utilities ❏ Wholesale
❏ Other

(Please photocopy this form for additional registrants.)

3. CHOOSE YOUR PAYMENT OPTION

If the Financial Contact is other than yourself please specify. Otherwise leave it blank.

Financial Contact: _____

Telephone: _____   Email: _____

If paying by credit card:

❏ Visa   ❏ MasterCard

Card Number: _____

Expiry Date (MM/YY): _____

Card Holder: _____

Signature : _____

If paying by cheque make cheque payable to:
Queen's IRC. Indicate names and registration numbers of participants on cheque.

❏ GST Exempt   ❏ GST Applicable   GST No. R107868 705
❏ Please invoice: _____

_____

How did you hear about us:

❏ Search Engine ❏ Another website ❏ Friend/Colleague ❏ Trade Show ❏ Newspaper ❏ Radio ❏ Magazine ❏ Convention/Program
❏ Attended a previous program ❏ Other institution ❏ Other

Registration kiosk

We offer five easy ways to register for the program of your choice.

Web: Complete the online form at irc.queensu.ca

Mail: Return completed Registration Form to: **Program Administrator,** Queen's University IRC, Kingston, ON K7L 3N6

Telephone: Reserve by calling toll-free at: 1-888-858-7838

Fax: (613) 533-6812

E-mail: irc@queensu.ca

Confirmation and information on program location, check-in time, and agenda will follow.

Registration and Fees

Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register and pay two months before the start of a program and save $300 on the tuition of four- and five-day programs, and $150 on three-day programs.

Register three people from the same organization in one program and receive a **10% discount** on program fees. Register five or more **in the same program** and receive a **20% discount**.

If you know you will be pursuing a Queen's Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

Note: Only *one* discount may be applied.

Cancellations and No-Shows: Substitutions are permitted with no penalty at any time. Transfers and cancellations are permitted with no penalty **up to 3 weeks prior to the program start date**. There will be a $500 fee charged for cancellations, transfers, and no-shows **within 3 weeks of the program start date.**

Locations and Accommodation

Program activities take place at a number of possible locations: **Kingston, Toronto, St. John's, Regina, Edmonton, Banff, Vancouver,** and **Victoria.**

Please refer to our website, **irc.queensu.ca**, for the latest information on venues.

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Priority Code: LB94